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Weaving the Stories of Women's Leadership
Discussion Panel Event**ACADEMY HOSTS WOMEN'S
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Cadets trade vacation for tools



JOHN VAN WINKLE

Cadet 4th Class Gabriel Houston, center, is one of 60 Academy cadets taking part in the Academy's Alternative Spring Break program this week. Houston and other cadets are helping build and upgrade homes in Des Moines, Iowa, Houston, El Paso, Texas, Oklahoma City and Montrose, Colo.

Alternative spring break projects serve communities in need

By John Van Winkle
U.S. Air Force Academy Public Affairs

DES MOINES, IOWA — Spring break presented the sounds of drills, saws, hammers and even the occasional snowflake for 10 Air Force Academy cadets Tuesday.

They are among 60 cadets giving up their spring break to volunteer with Habitat for Humanity here and in Houston, El Paso, Texas, Montrose, Colo., Oklahoma City and Des Moines.

"Habitat for Humanity provides and improves home for low income families," said

Cadet 2nd Class Roni Morthorpe, the cadet in charge of the Des Moines group. "The home we're working on today was built in 1950. The old siding was completely molded and had asbestos. Habitat for Humanity removed the asbestos and we're now putting up new siding. We just happened to pick the coldest location possible for Alternative Spring Break."

Daytime temperatures peaked at just more than 40 degrees with cold wind blowing down the neighborhood streets, reminding the cadets that winter had by no means given way to spring in central Iowa.

The cadets teamed with the Greater Des

Moines Habitat for Humanity chapter to assist 160 families in 2015, said Jeff Thompson, the chapter's local volunteer manager. This year, the chapter plans to build 28 homes, and renovate and upgrade 132 other homes.

"This arm of our program is called Rock the Block and the idea is to help existing homeowners safely stay in the homes," Thompson said.

The Des Moines cadets will alternate between renovating existing homes and constructing new homes this week. The renovation work March 24 included siding, caulking

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Academy supt. delivers 'State of USAFA' address

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

Air Force Academy Superintendent Lt. Gen. Michelle D. Johnson delivered a "State of USAFA" address to local civic leaders in the Visitor Center Theater March 20.

Guests included retired Lt. Col. Lee Colburn, the director of military and defense affairs for Congressman Doug Lamborn's office, as well as representatives from the Defense Department's Office

of Economic Adjustment, the El Paso County Board of Commissioners and the Colorado Springs City Council.

Johnson recalled that after Janet Napolitano left the Department of Homeland Security and became president of the University of California, she said, "Education is not in crisis, it's in motion."

"The state of the Academy is changing," Johnson said, "because our nation is changing, our economy is changing, and our culture is

changing. We, too, are in motion."

To meet the needs of a changing Air Force, the Academy must recruit and retain future leaders who embody not just diversity of race, gender, faith, or sexual orientation, but also diversity of thought, Johnson said.

"Our country is so blended today that the boxes on surveys don't always line up with who people really are. We need to look at America so we can represent the nation that we serve," she said.

The Academy must maintain a culture of commitment and climate of respect to contribute to those efforts, Johnson said.

"In 'Grease,' when the guys are coming back from summer vacation, they're asking ... 'Did she put up a fight?' We thought that was funny in the '70s, but it's not funny today. It's assault."

The Air Force Academy continues to combat sexual assault, even as the nation at large comes to grips

See **SUPERINTENDENT** Page 14

Rosie the Riveter and me

By Staff Sgt. Alexandra Longfellow
509th Bomb Wing Public Affairs

WHITEMAN AIR FORCE BASE, Mo. (AFNS) — As we recognize Women's History Month, I am struck by the thought that heroes and role models do not have to be one single person but can be several people. For me, this truth is especially relevant.

During World War II, many women opted to take on male dominated trades to support their families while their husbands fought in the war. This was a stark change from an era in which women typically held a position as housewives.

It was during this time that Rosie the Riveter was born. In 1942, Veronica Foster, who had in the previous year become the face of Canadian women in the war effort as "Ronnie the Bren Gun Girl," donned the red bandana and rolled up her sleeves for Canada's neighbors to the south.

Rosie the Riveter, as she was known in the U.S., was soon the iconic image of women entering the workplace and taking up industrial jobs in support of their nation.

Originally, it was meant to represent the millions of women employed at shipyards and manufacturing plants who were developing the nation's military arsenal and assembling war supplies. The poster itself evolved into a multi-dimensional inspiration.

Shortly thereafter, Redd Evans and John Jacob Loeb wrote a song in tribute to Rosie, which became very popular.

"All the day long, where rain or shine

She's part of the assembly line.

She's making history, working for victory.

Rosie the Riveter."

Even today, Rosie's signature expression and inherent strength are an inspiration to millions of Americans, me included.

I first learned about Rosie when I was seven. My mom handed me a magazine to look through and I saw the bright yellow and blue background overlaid with a girl showing her muscles. I was so intrigued by the girl in the red polka-dot bandana.

From that moment on, I constantly asked my parents who she was, what she did and why she did it. I wanted to be exactly like her when I grew up.

I pushed myself hard in high school. During those



Staff Sgt. Alexandra Longfellow displays a tattoo of Rosie the Riveter to show how she became who she is today.

years, we learned my mother had brain cancer, while my father's health would go from bad to worse. I needed to learn to support myself in any and every way possible. I needed to be independent. I applied myself at school, extra-curricular activities and several different jobs.

My parents signed the papers for me to enter the Air Force at the age of 17. Three weeks after I graduated high school, I was on a plane headed to San Antonio for basic military training.

Although I do not get my hands dirty on an assembly line every day the way Rosie did, I still pull my hair back tight and use my hands to get the job done for our military and to provide for my family.

Every time I felt I could not do something, whether in BMT or at my duty station, I remembered the millions of women who rose above and conquered what others thought they could not.

My mother passed away while I was at my first duty station and shortly after that my father passed. During those times, I kept a positive attitude. I needed to; it was who I was and who I needed to be.

I had a can-do attitude and knew I was not alone. Thinking of Rosie helped me get back up on my feet and continue to do good things with my life and become a better Airman — a better me.

I am a single mother of two children, a full-time student and a military career woman. I give 100 percent in every aspect in my life. I am a real life Rosie. I have a tattoo of Rosie on my right arm as a symbol of how I became who I am today. Rosie taught me that all people, not just women, can do anything they want as long as they set their mind to it — and history shows that.

World War II represented a major turning point for women as they eagerly supported the war effort. The long-term significance of the change brought about by the war provided the foundation for the contemporary women's movement.

Although women have made tremendous progress during the past 50 years, Rosie the Riveter still stands as a beacon of inspiration and determination. The "We Can Do It" poster means so much to women in America — a symbol that illustrates a proud legacy and the challenges they will continue to face and conquer in the future.

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The "We Can Do It" poster means so much to women in America — a symbol that illustrates a proud legacy and the challenges they will continue to face and conquer in the future.

Help us tell the AF support services story

By Ray Bowden
U.S. Air Force Academy Public Affairs

Things change. The only thing we can do is be mentally and physically prepared to roll with the changes.

Air Force support services can help.

Whether you are a first term Airman, a cadet, a chief master sergeant, a government schedule employee or a contractor, the Air Force has a support network staffed by experts able to help.

We all think we can roll with these changes. After all, we're serving our country. Our worries and those events affecting us pale in comparison to our duty of accomplishing the mission, right?

Wrong.

Life is full of things that can affect us in a negative way, but the trick is not to let them affect us anymore than they have to.

When the Academy's command chief, Chief Master Sgt. Max Grindstaff, deployed to Kabul, Afghanistan, several years ago, he had no idea nine co-workers would die in an inside attack. To put it lightly, he was troubled when he returned to the states.

He got help.

When the senior enlisted aide to the Academy superintendent, Master Sgt. Emily Gazzaway and her husband, Tech. Sgt. Billy Gazzaway, assigned to Peterson Air Force Base, had their first child, they were unprepared to deal with the aftermath of his death.

They got help.

Here at the Academy, there are all the services anyone could need when it comes to getting help.

We know the Academy could not conduct its mission without its civilian workforce. We also know some civilian staff members have faced challenges only surmounted by taking advantage of Air Force support services too.

We'd like to tell their story. If you're a civilian employee at the Academy and would like to share how Air Force support services helped you overcome a challenge or tragedy, call us at 333-7657.

Your story could motivate other Airmen, cadets or civil service employees to get help too.

ACADEMY SPIRIT

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

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Academy Superintendent

Lt. Col. Brus E. Vidal —

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The Academy Spirit also accepts story submissions by fax at 333-4094 or by e-mail: pa.newspaper@usafa.af.mil.

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Coalition forces begin operations in Tikrit

By Cheryl Pellerin
Defense Department

WASHINGTON — U.S. and coalition military forces began operations to support Iraqi security forces in Tikrit after a request from the Iraqi government, officials from Combined Joint Task Force Operation Inherent Resolve announced Wednesday.

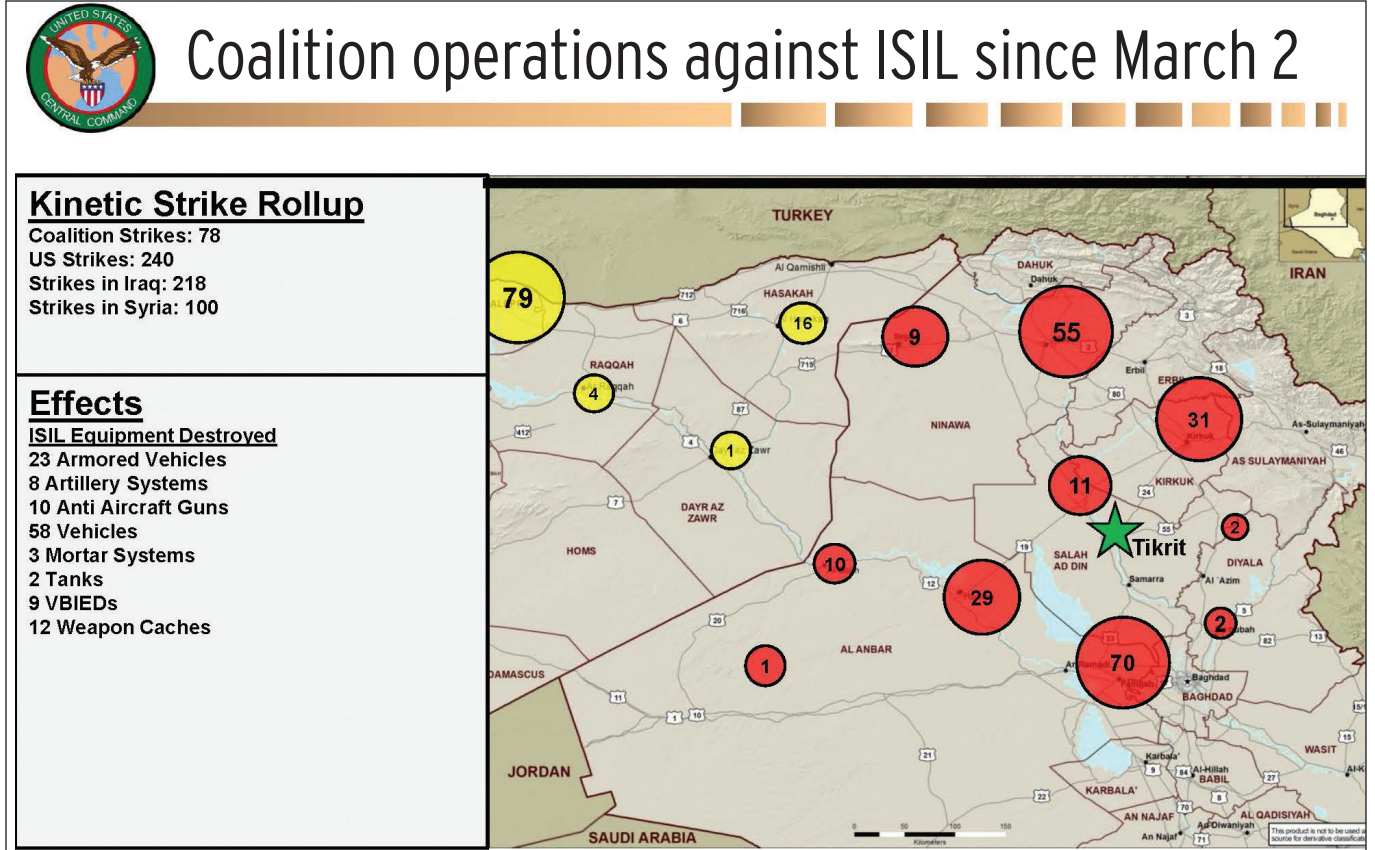
The coalition is providing direct support to Iraqi security forces to expel the Islamic State of Iraq and the Levant from the city.

The joint-combined task force is providing air strikes, airborne intelligence capabilities, and advise-and-assist support to Iraqi security force headquarters elements to enhance their ability to defeat ISIL, officials said.

“These strikes are intended to destroy ISIL strongholds with precision, thereby saving innocent Iraqi lives while minimizing collateral damage to infrastructure,” said Army Lt. Gen. James Terry, the task force’s commanding general. “This will further enable Iraqi forces under Iraqi command to maneuver and defeat ISIL in the vicinity of Tikrit.”

Defense Department spokesman Army Col. Steve Warren confirmed the United States is providing intelligence, surveillance and reconnaissance support over Tikrit, and from these operations providing intelligence to Iraqi security forces.

“At the request of the government of Iraq, coalition forces are providing support to Iraqi security forces



as they combat ISIL in and around Tikrit,” said Col. Patrick Ryder, a U.S. Central Command spokesman. “To be clear, the coalition is only coordinating with the government of Iraq and the Iraqi security forces. “We do not coordinate our operations in any way with Iran or Iranian-backed militias.”

Ryder said although there’s been significant media attention on the stalled Tikrit operation which began March 2, coalition forces continue to make progress against ISIL throughout the area of operations

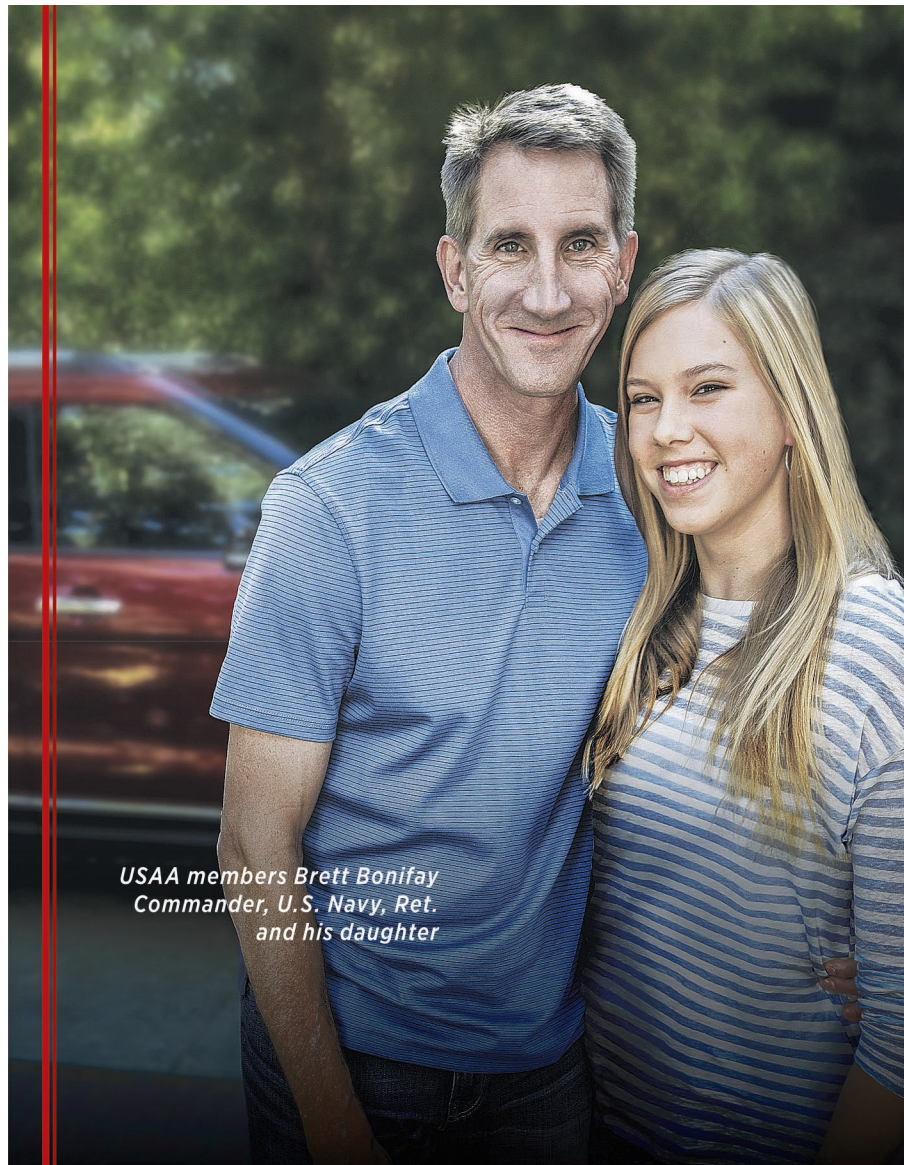
in Iraq and Syria.

“Since the beginning of March, coalition forces have conducted more than 300 airstrikes against ISIL targets in support of five separate Iraqi-led operations as well as counter-ISIL operations in Syria,” he said. “We have destroyed a significant portion of ISIL’s combat capability during this period, to include the elimination of more than 800 ISIL fighters, two tanks, 15 armored personnel carriers, 11 indirect fire systems and 10 anti-aircraft systems from the battlefield.”

CentCom officials said the amount

of ISIL forces and equipment destroyed during the last three weeks is larger than what ISIL currently maintains in Tikrit. Through these operations, coalition forces continue to degrade ISIL’s command and control capability, its ability to project combat power and its ability to resource itself.

“Coalition airstrikes will provide a unique and decisive enabler for the Iraqi Security Forces as they have elsewhere in Iraq,” Ryder said. “We know that ISIL’s position in Tikrit is not going to improve.”



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

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Binnicker, 9th chief master sgt. of the Air Force, dies Sat.

By Senior Master Sgt. Lee Hoover Jr.
Office of the Chief Master Sgt. of the Air Force

WASHINGTON — The ninth Chief Master Sgt. of the Air Force James C. Binnicker passed away March 21 in Calhoun, Ga.

Binnicker was born in Orangeburg, S.C., on July 23, 1938. He was a leader and an Airman from the day he first joined the Civil Air Patrol as a high school freshman. His childhood dream was to become a pilot in the Air Force, but in August 1957, after doctors discovered hearing loss in his right ear, he enlisted in the personal equipment — later called life support — career field.

As a young Airman, he found himself on the flight line with B-52s, KC-135s and fellow Airmen who became mentors and role models, and put him on the path

to his selection as the chief master sergeant of the Air Force in 1986.

“Chief Binnicker was an iconic Airman who truly elevated the status of our senior NCOs,” said Air Force Chief of Staff Gen. Mark A. Welsh III. “He was an innovator and a leader who cared deeply about Airmen. His legacy lives on today and is carried forward by the professional enlisted force we have serving our nation. For that, and so much more, we owe him a huge debt of gratitude. He and his fam-



Ninth Chief Master Sgt. of the Air Force James C. Binnicker

ily are in our thoughts on this very sad day for our Air Force.” Binnicker’s career spanned 33 years and a variety of roles. By 1964 he had cross-trained into air operations and was planning flights for missions to Vietnam. He deployed to the warzone and served in the 22d Tactical Air Support Squadron from 1968 to 1969. He moved up the ranks and served as the senior enlisted advisor for the 4th Tactical Fighter Wing, 12th Air Force and, later, Pacific Air Forces and Tactical Air Command.

“He was a leader in every room he entered,” said Chief Master Sgt. of the Air Force James A. Cody. “That was the case during his time in uniform and well after he retired. We often speak of legends, those Airmen who have gone before us and built the platform from which we stand and fight today... Chief Binnicker is a legend among those legends. His impact on our Air Force is everlasting and we will truly miss his leadership, counsel and friendship.”

In 1977, President James Carter established

the President’s Commission on Military Compensation and, on the recommendation of then Chief Master Sgt. of the Air Force Thomas Barnes, Binnicker became the sole enlisted member on the commission. Following Binnicker’s suggestion, the commission added enlisted representatives from other services.

Binnicker served in the Air Force’s top enlisted position from July 1, 1986 to July 31, 1990. During his tenure, he led the transformation from the Airman Performance Report to the Enlisted Performance Report and developed the performance feedback system. He also worked to have master sergeants admitted to the Senior NCO Academy and to increase the opportunities for minorities and women throughout the Air Force.

Binnicker retired Aug. 1, 1990, but his heart never left the Air Force. He continued traveling around the world to speak with Airmen in different forums including professional military education courses. In 2000, he was selected as the CEO and president of the Air Force Enlisted Village in Shalimar, Fla., and spent the next 15 years working to provide more than 400 residents a secure place to call home.

“Chief Binnicker spent his lifetime serving our nation and the Air Force he loved,” said Secretary of the Air Force Deborah Lee James. “From the first moment he stepped onto a flightline, it was clear he was an Air Force leader and would become a tremendous spokesman and advocate for our enlisted force. He was a man of honor and commitment to things greater than himself.”



MIKE KAPLAN

Cadet 1st Class Danny Hicks tests energy harnessed from algae as part of a biofuels research project here. The Air Force Academy is collaborating with the University of Montana and the Colorado School of mines on the project.

Academy tops undergrad-only research list

U.S. Air Force Academy Public Affairs

The Air Force Academy was named the number one funded undergraduate-only research program of U.S. colleges and universities, according to a recent survey by the National Science Foundation.

This is the eighth consecutive year the foundation has recognized the Academy.

The Academy moved up in the overall list of university expenditure rankings. The latest figures show the institution ranks 188th out of 645 schools — undergraduate and graduate programs — and above the U.S. Military and U.S. Naval academies, which ranked 313

and 316, respectively.

The Academy ranked just below the Naval Post Graduate School, and higher than the Air Force Institute of Technology, the graduate studies program for the Air Force.

The ranking is slightly higher than in 2012, when the Academy ranked 194, indicating that in financially constrained times, research funding for the Academy remains steady.

“The research programs at the Academy are producing results for the warfighter and our Defense Department customers,” said Dr. Jim Solti, the Academy’s chief scientist. “While funding levels are lower than five years ago, funding has been steady for the past two years.”

Law dept. to gain new permanent professor

By Ray Bowden
U.S. Air Force Academy
Public Affairs

A Class of ‘96 Air Force Academy graduate was appointed by the president to become the law department’s next permanent professor.

Lt. Col. Linell Letendre is scheduled to arrive here in July to lead the Academy’s Law Department and teach law for commanders, a senior-level course that prepares cadets to consider legal issues surrounding issues of command.

“Lt. Col. Letendre’s selection for permanent professor indicates the trust placed in her by those who lead our nation,” said Brig. Gen. Andrew Armacost, the Academy’s dean of the faculty. “Her impeccable record of service and dedication to education will strengthen the Academy and nation as we strive to develop leaders of character.”

Letendre earned a bachelor’s degree in astronautical engineering from the Academy and a juris doctorate from the University of Washington in 2001.

During her time as a cadet, she participated in the soaring



Lt. Col. Linell Letendre

program, the mock trial team and honed her instructor abilities, she said.

“My family and I are ecstatic to be coming home to the Academy,” she said. “What an amazing opportunity to inspire the future leaders of our Air Force to think critically, engage in ethical decision making and communicate

candidly,” she said. “I’m also excited to lead an amazing group of legal professionals in the Law Department dedicated not only to the teaching profession but to service to the Academy and the pursuit of scholastic advancements to our Air Force.”

Letendre is currently assigned as the staff judge advocate for the 375th Air Mobility Wing at Scott Air Force Base, Ill.

The dean of faculty nominates educators for the position of permanent professor. Pending the approval of the Academy superintendent, nominations must be approved by the chief of staff of the Air Force and receive Senate confirmation. The president appoints each new permanent professor.

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'Thoughts Out Loud' discussion focuses on vaccination

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

Vaccines may not come up for discussion all that much among Airmen: they're mandatory, so what's to discuss? But with the United States facing its worst measles outbreak in 25 years, more people are talking about getting vaccinated and why vaccines matter.

Dr. Katherine Bates, an assistant professor with the Biology Department here, held a discussion with that theme March 19 in Fairchild Hall as the first in a series of "Thoughts Out Loud" discussions hosted by the Academy's Audeamus Club.

A vaccine consists of a microbe in either a dead or weakened state. Once injected into a healthy patient, the vaccine triggers an immune response, Bates explained. Special white blood cells called Memory B-cells "memorize" the microbe's protein sheath so that the body can kill future infections more quickly.

"The goal is to provoke a response without you actually becoming ill," said Bates, who holds a PhD in human genetics from the University of Utah.

Edward Jenner is credited with discovering a vaccine for smallpox in 1796, though China, Turkey and cultures in Africa may have practiced vaccination centuries earlier, according to the College of Physicians of Philadelphia website "A History of Vaccines." And nearly 20 years before Jenner formally documented his research, Gen. George Washington had ordered smallpox inoculations for the Continental Army.

That's not to say Americans or Europeans approved of the practice right away. Some opposed the vaccine because it came from animals; others because they felt it violated their personal liberty. But by the turn of the 20th century, several states had made vaccines mandatory to promote public health, and the Supreme Court of the United States ruled in 1905 that such laws were constitutional.

Less than 50 years later, the U.S. recorded its last case of smallpox, and by 1977, smallpox had been completely eradicated in the wild. Only two vials of the virus remain: one in the Centers for Disease Control and Prevention in Atlanta and one in a Russian facility.

Other vaccines have proven similarly effective. Since polio vaccination began in the '60s, worldwide cases have plummeted from hundreds of thousands to just over 200 in 2012, according to the World Health Organization.

Measles also infected hundreds of thousands of people each year in the U.S. until the vaccine became widespread, but the number of cases has averaged less than 100 per year in most years since measles vaccination began in 1963. Cases of the disease spiked in 1989-1991, resulting in more than 55,000 cases and 123 deaths. The

CDC states that lack of vaccination coverage was the most important cause of that outbreak.

Lack of vaccination is also to blame for the spike in cases that began last year. An outbreak among the Amish population led their community to start vaccinating children, according to an NPR report in June 2014.

An outbreak at Disneyland, near Los Angeles, in December has accounted for nearly 180 cases so far this year. A research letter published in the *Journal of the American Medical Association* March 16 cites low vaccination rates as the primary cause.

"Our study estimates that MMR (measles, mumps and rubella) vaccination rates among the exposed population ... might be as low as 50 percent and likely no higher than 86 percent," wrote Dr. Maimuna Majumder, the research letter's primary author and research fellow at Boston Children's Hospital.

"Measles is incredibly infectious," Bates said. "It's spread by aerosol, and it can remain in the air for hours. If I had measles, everyone in this lecture hall now or later this evening would be exposed."

Those who oppose vaccination fall largely into two camps, Bates said. The first consists of people who object to receiving any vaccines at all, while the second is made up of people who believe in "delaying" vaccinations because they're worried that too

many vaccinations in short sequence will overtax the body's immune system. But delaying, Bates said, ends up exposing infants to the very diseases they might otherwise be immunized against.

Col. John Putnam, the Biology Department head and permanent professor, said that many of those who reject vaccination are largely well-educated but may fall victim to cultural cognition, or groupthink.

"You make decisions not based on the information you get but based on a desire to stay in your group," he said. "It's a question of who you trust. Some of these people trust their peer groups more."

Scientific evidence about vaccination poses a challenge to people who have adopted views based on testimonials or personal experiences, Putnam said.

"There was a study about six months ago where researchers gave vaccine opponents all sorts of information related to vaccines," he said. "Many of those people, afterward, rejected vaccines



Senior Airman Katrina Alvarez prepares a vaccine for a basic cadet during in-processing June 27, 2013. Vaccines consist of dead or weakened forms of a virus that is injected into a patient to create a long-lasting immune response. Alvarez, now a staff sergeant, is a medical technician with the 10th Aeromedical Squadron.

LIZ COPAN

even more strongly. There wasn't a case where someone said, 'I didn't know that.'"

Instead, Putnam said, people responded that they didn't trust "big government" or didn't trust the science.

Misinformation is another obstacle in getting people vaccinated, Bates said. A now-infamous study written by Dr. Andrew Wakefield and published in the *Lancet* medical journal in 1998 linked the MMR vaccine to autism. The *Lancet* retracted the study in 2010, and the *British Medical Journal* declared in 2011 that the study was a fraud.

"Hundreds of people tried to replicate his results," Wakefield said. "It's been completely debunked, but that study planted a seed of doubt in people's minds."

Vaccines are not completely risk-free, Bates said, but the risks associated with preventable diseases far outweigh the risks associated with their vaccines. For example, one in 1 million people will experience a serious allergic reaction to an MMR vaccine, but the fatal-

ity rate in the 1995 measles outbreak was 2.2 in 1,000, and the chance of measles to cause partial or total permanent deafness is one in 10.

"If you compare those risks, what

seems safer?" Bates said. "It's an order of magnitude different."

But as important as vaccination is for individuals, it's even more important for the general public, Bates said. A sufficiently high rate of vaccination protects people who, due to age or poor health, can't receive a vaccine.

"Vaccination is about protecting the community," she said. "You are protecting those who cannot protect themselves. That's what vaccination does."

Cadet 3rd Class Shane Culver organized the discussions. He said discussions on other topics are tentatively scheduled on a biweekly basis.

The Audeamus Club is a Center for Character and Leadership Development initiative and part of the Colorado Leadership Alliance, a group of clubs at nine Colorado universities that support character and leadership education and experiences at the undergraduate level, according to the Air Force Academy's course catalog. Audeamus is Latin for "let us dare."

"Vaccination is about protecting the community. You are protecting those who cannot protect themselves. That's what vaccination does."

Dr. Katherine Bates

Excellence in action: 10th FSS wins prestigious Eubank Award

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

The 10th Force Support Squadron here has been named the best in the Air Force after winning the 2014 Maj. Gen. Eugene L. Eubank Award last week.

The 10th Force Support Squadron competed against 37 bases to receive the accolade, recognizing the best small installation force support squadron in the Air Force.

Academy leaders and 10th FSS personnel celebrated the squadron's accomplishment March 20 at the Falcon Club.

"This award is a testament to how truly special the 10th FSS is," said Col. Stacey Hawkins, the 10th Air Base Wing commander. "It's not so much about the size of our squadron, but rather the diversity of services it provides for cadets, permanent party and thousands of others across the Front Range. The 10th FSS touches every piece of our mission here every day to ensure our active duty Airmen, retirees and families are taken care of. I am incredibly proud as a wing commander of all the selfless individuals within the 10th FSS. It's great to watch excellence in action every day."

Col. Martin Schlacter, the 10th Mission Support Group commander, said criteria for the award centers on customer focus and impact.

"Of all the awards we have in the Air Force, the Eubank award is the only one about ser-



"Of all the awards we have in the Air Force, the Eubank award is the only one about service and service only. This includes customer service, service to one another and service to those who don't even know they're our customers."

Col. Martin Schlacter
10th Mission Support Group commander

vice and service only," he said. "This includes customer service, service to one another and service to those who don't even know they're our customers."

The award may have been won in a day, but the 10th FSS's history of excellence didn't occur overnight, Schlacter said.

"It takes years to get to a point of mission performance you all are at," he told 10th FSS personnel. "We support everything: childcare, the youth center, the equestrian center, the base library, the dining facility and military and civilian personnel here."

The 10th FSS includes six flights and about

750 personnel. Its mission is to enhance total force readiness for Academy Airmen, their careers, families and quality of life.

"Winning the award is great, but the way you take care of the customers on this installation is much more meaningful," said Ross Ryan, the 10th FSS director. "It's great to be recognized by the Air Force for doing all the right things for our customers."

Schlacter said the squadron deserves the award because of its devotion to its customers.

"I've been to a lot of places where customer service was transactional and here it's a passion," he said. "The 10th FSS is truly passionate about its customers and serving them in a way that improves customer service and our mission."

The Gen. Curtis E. LeMay Award (large base) and Maj. Gen. Eugene L. Eubank Award (small base) were established by the National Order of Daedalian in 1965 and 1990, respectively, to recognize the Air Force Services program. Each major command nominates one base in each category.

The Academy and Whiteman Air Force Base were the finalists for the Eubank Award.

"I'm sure it was a difficult call," Schlacter said. "I'm happy it went to our professionals. Of all the bases I've been at, I've never been at one that has won the Eubank Award for their force support squadron. It's the pinnacle of recognition."

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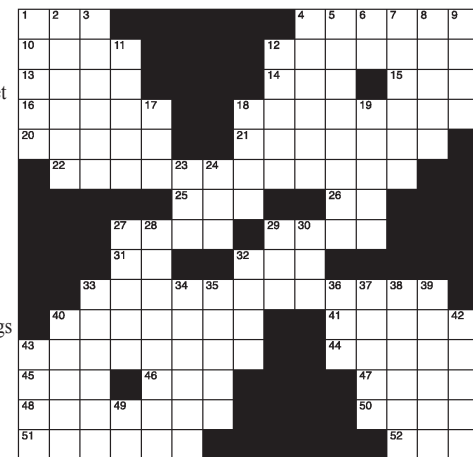
CLUES ACROSS

- Cycles/second
- Fit for cultivation
- Saami
- Perceived scent
- Liberal rights organization
- Female flying fighters
- Durham school
- Ancient Scand. poet
- Charitable performances
- Siddhartha author

CLUES DOWN

- Come into conflict
- A collection of things wrapped together
- Bath spatter
- Gunsmoke actress Blake
- Direct to a source
- Cartoonist Capp
- Somewhat blue
- 40 weekday periods
- El Dorado High School (abbr.)
- Heartbeat
- Brit. rutabaga
- Angle (abbr.)

- Hermann
- Letter destination
- P.S. Buck's Pulitzer
- Feel regret
- Initials of e = MC2 author
- From a distance
- Cronies
- Forty
- Printing speed measurement
- Nutty spread



- White seedless grape
- Hillsides
- Inflammation of a bursa
- Artery
- Nail polish brand
- A routine that is hard to escape
- Indigo plant
- Owners
- Animal fluids
- Mustelid in its white winter coat
- Communist

- traditional correctness
- PBS wildlife show
- Measuring blocks
- Don't know when yet
- Ancient city from which St. Paul first sailed
- Breadwinner
- Go to bed
- Highest in degree or quality
- Tossed, potato or waldorf
- The trunk of a tree
- Yes in Spanish

SUDOKU

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

Level: Advanced

Solution on page 11

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 to get to solve the puzzle!

Women's History Month panelists discuss creating opportunities



LEFT AND BELOW: Academy staff members attend a Women's History Month discussion here March 17 led by a panel featuring Army Lt. Col. Kristina Walick, Maj. Heather Ford, Senior Master Sgt. Brian Kinder and Dr. Stephany Rose, an assistant professor of women's and ethnic studies at the University of Colorado-Colorado Springs. The focus of the event was how to better prepare women for positions of leadership.

PHOTOS BY BILL EVANS

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

Panelists and guests at a Women's History Month discussion here March 17 talked about their military experiences, obstacles women in the military still face, and how the Air Force Academy can better prepare women for positions of leadership.

On the panel were Army Lt. Col. Kristina Walick, a 1995 graduate of the U.S. Military Academy; Maj. Heather Ford, Senior Master Sgt. Brian Kinder and Dr. Stephany Rose, an assistant professor of women's and ethnic studies at the University of Colorado-Colorado Springs.

When Walick entered orthopedics in 2002, she said she was sorely outnumbered: Women made up only 7 percent of orthopedic students that year, and she was the only woman in her residency.

"You were really on your own," she said. "I was always very headstrong ... but I definitely had some challenges and had to prove I could keep up with the boys. But I don't know if it would have been the same outside the military."

Some cultural elements within the Air Force also present roadblocks. One member of the audience pointed to two specific examples: call signs, which public affairs offices do not use in their reporting because some are unsuitable for military publications; and Mustache March, which overlaps with Women's History Month.

"Camaraderie is not a problem," said Kinder, the superintendent for the 21st Diagnostic and Therapeutics Flight at Peterson Air Force Base. "What I do see as a problem is call signs that are disrespectful."

Another member of the audience asked if some of the bias against women only exists as perception: "Do I feel like I work in a boys' club? Yes ... there's a different set of conversations I don't have access to. But maybe I'm putting up a barrier myself, and maybe the conversations aren't even degrading me?"

Walick said understanding one's own biases begins with understanding oneself.

"Learn and recognize your weaknesses so you can get to know your strengths," she said.

"We all have biases and perceptions," Rose said. "But that doesn't necessarily mean something is not going on. Lots of people in this room are wearing green uniforms, but that doesn't mean I'm excluded from the conversation."

A woman seeking to serve 20 years or more also has to juggle her career with her spouse's and with questions related to raising a family, Ford said.

"If you want to be in the military and succeed, you've got to put the helmet on," she said. "You're going to have to endure. You're going to have to go through separation."

Kinder encouraged men in the audience to talk to other men about women's issues. He said an eye-opening moment for him came when his wife, Master Sgt. Kelly Kinder, applied for entry into the Air Force Office of Special Investigations.

"An agent wanted to brief me about concerns with my wife. He wanted to know if I'd let my wife do that," he said. "I never saw it that way — equality was all I knew."

"Challenge yourself to think about diversity and how important it really is," Ford said. "It's not something you get in a moment but something you get over the course of years."

Johnson asked whether the initiatives recently announced by Secretary of the Air Force Deborah Lee James — including career intermissions and post-pregnancy deployment deferrals — might help recruit and retain women and what else the Air Force can do.

"How do we advise the Air Force?" she asked. "How do we keep this going so that we can have a bunch of people with my rank who look like America? What do we do differently in our training pipeline? What can we do here?"

The Academy trains cadets on the PITO model: personal, interpersonal, team and organizational levels. But discussions too often focus on lower levels.

"We get stuck in the personal and interpersonal levels," she said. "How can I help people to get informed at the organizational level?"

Rose suggested collaborative work between the Air Force Academy and UCCS as one avenue for improvement.

Johnson also said she's looking for opportunities to include more people in the conversation.

"A lot of conversations happen in Harmon Hall, and they're not making it down to the NCOs," she said. "We are hearing this; it's just not going all the way through our organization."



Motorcycle safety rules!

The Academy Safety Office held a motorcycle safety event at the Community Center here Monday geared toward Airmen and Academy civilians who wish to ride. The activities featured safety presentations, a safety inspection of each participant's motorcycle, a demonstration by motorcycle officers assigned to the Colorado Springs Police Department and ended with a group ride.

PHOTOS BY JASON GUTIERREZ



DOD warns service members, families to be cyber smart

By Terri Moon Cronk
Defense Department News

WASHINGTON — Defense Department employees and their families should be vigilant when guarding personal and work information from expanding cyber-criminal activity, and know how to recognize scammer tactics, according to the DOD's chief information officer.

Terry Halvorsen issued a DOD-wide memorandum March 18 about the growing threat of cybercrime phishing and spear phishing in emails, social media sites and through phone calls.

Phishing is sending fraudulent emails claiming to be from reputable sources, such as a recipient's bank or credit card company to gain personal or financial information.

Recipients of such emails are often directed to fraudulent websites that mimic familiar-looking bank and e-commerce sites. Phishers ask recipients to update or confirm accounts disclosing confidential information, such as Social Security and credit card numbers.

Spear phishing is the latest twist on phishing and targets companies and government agencies through select

employees with fraudulent emails appearing to come from trusted or known sources. When employees click on links in the emails, hostile programs enter the organization's computers.

Cyber-crime Tactics Evolving

"Cyber criminals continue using phishing and spear-phishing attacks," Halvorsen said in the memo, "and their tactics are evolving in an increasingly predatory manner."

While military members and DOD civilians routinely train to recognize cyber security red flags, the DOD wants its families and parents to be prepared to deal with suspicious email, he said.

These cyber criminals track and mine social media accounts such as Facebook, LinkedIn and others to interact with people and compromise accounts, Halvorsen said.

"Phishing continues to be successful because attackers do more research, evolve their tactics and seek out easy prey," Halvorsen said. "We need to arm ourselves and our families with defensive skills and knowledge to protect [against] being victimized by a phishing email, computer or phone scam."

Cyber-crime Safeguards

- Don't trust links or account and password prompts in email messages
- Phishing emails may have poor grammar or misspelled words
- Don't trust information-seeking emails and phone calls
- Don't provide your user identification or passwords
- Refuse social media connection requests from anyone you haven't met
- Use spam filters for personal email
- Never email personal or financial information even if you know the person requesting it
- Be wary of pop-ups; don't click links or give any information
- Don't copy web addresses from a pop-up into a browser
- Don't click on links, download files or open attachments

MEN'S GYMNASTICS

Air Force claims 6th-straight USAG National Title



Athletic Communications

Backed by the second-highest team score in Academy history, the Air Force men's gymnastics team captured its sixth straight USAG national team title here Friday during the opening night of competition at the 2015 USA Gymnastics Collegiate National Championships.

The 10th-ranked Falcons tallied a season-best 432.850 to earn their sixth consecutive team title at the event.

The Falcons separated from the field by over 20 points, as number 13 Navy (412.450), number 14 William and Mary (410.100) and number 15 Springfield (402.400) rounded out the varsity field.

In the only individual championship contested, Navy's Jonathan Tang won the all-around with a score of 83.750.

In the collegiate club division, number 16 Arizona State captured its 17th title in 18 years with a score of 404.800, while number 18 Temple (401.900) and number 19 Washington (400.350) finished second and third, respectively. Number 20 SC United rounded out the field with a score of 375.450, while the new program's Douglass Johnson scored an 82.050 to win the club division's all-around title.

Highlighted by an Academy record performance on the parallel bars from senior Josh Ramos, Air Force swept the top-two placements on five of the six events. Ramos finished nearly a point ahead of the field on the parallel bars, as he tallied a 15.600 to shatter the previous program standard and record the fourth-highest score in the nation so far this season.

Ramos was one of five Falcons to take first-place honors during the team finals-individual event preliminaries. Sophomore Chase Cannon matched his career-high of 15.100 to take first on the high bar, while classmate Aaron Nubine earned the top spot on the floor exercise with a 15.150. Freshman Arinn Wade paced the field on the pommel horse (15.400), while junior Denis Aurelius finished first on the still rings with a 15.200.

Cannon paced Air Force to the top three scores on the high bar, as senior Nick Gaudlip took second with a 14.700 and Ramos finished third with a tally of 14.550. Ramos and Gaudlip also helped the Falcons to three of the top-four scores on the parallel bars and floor exercise. In addition to his first-place finish on the parallel bars, Ramos added a runner-up score of 14.950 on the floor exercise, while Gaudlip placed fourth on both events (14.650 on floor, 14.400 on bars). Fellow senior Greg Chaput matched his season-high of 14.800 to finish second on the parallel bars to round out the Falcons' top-four finishers.

Featuring the only gymnasts to break the 15-point mark on the pommel horse and still rings, the Falcons claimed the top two placements on both events. Wade and sophomore Tim Wang finished first (15.400) and second (15.150), respectively, on the pommel horse, while freshman Fletcher Braunton recorded a career-high 15.050 to finish second to Aurelius (15.200) on the rings.

Junior Josh Pyne was the squad's top performer on the vault, as he placed seventh with a score of 14.450.

ABOVE: Senior Josh Ramos finished nearly a point ahead of the field on the parallel bars here Friday. He was one of five Falcons to take first-place honors during the team finals-individual event preliminaries.

RIGHT: Freshman Fletcher Braunton performs on the pommel horse. He recorded a career-high 15.050 to finish second to fellow Falcon Aurelius on the rings.



FENCING

Salem earns All-American, Academy honors

By Madeline McGuire
Athletic Communications

Air Force junior fencer James Salem of Colorado Springs earned NCAA All-America Second Team honors after placing fifth in the country in Monday's men's epee.

He's this week's Air Force Athlete of the Week.

During the 2015 NCAA Men's Fencing Championships in Columbus, Ohio, Salem finished fifth with .565 percent of bouts won in the individual men's epee championships. He had a 13-10 finishing with 86 touches scored, 72 touches received and a +10 indicator.

Salem is one of six Falcons who qualified for the national championships. As a team, Air Force finished 12th in the country with 52 team points.

The men tallied 33 points, and the women earned 19. Twelfth is the highest team finish for Air Force since 2010 (12th).

Air Force junior fencer James Salem (left) finished fifth in the individual men's epee championships in the 2015 NCAA Men's Fencing Championships in Columbus, Ohio, Sunday.

COURTESY PHOTO



MEN'S GOLF

Falcons finish 11th at Middleburg Bank Intercollegiate

Athletic Communications

WILLIAMSBURG, Va. — Recording its second-lowest score of the season, Air Force golf wrapped up competition at the Middleburg Bank Intercollegiate Tuesday here.

The Falcons, one of 30 teams to compete on Kingsmill Resort's River Course, finished 11th with a three-round total of 885 (291-301-293, 45-over par).

With matching three-round, 10-over par totals of 220 to tie for 36th, sophomore Sunwoo Choi and junior Michael Fan were Air Force's top finishers at the event.

Choi, who had a share of the Falcons' lead all three days, shot a three-over par 73 on the final 18 (72-75-73), while Fan carded his best round of the tournament (two-over 72) to move up eight places in the individual stand-

ings on the final day (73-75-72).

Freshman Sutton Farmer and sophomore Brenden Bone also finished within the top half of the 159-golfer field, placing 47th and tying for 60th, respectively.

Farmer shot a 74 over the last 18 to finish with a three-round, 11-over total of 221 (72-75-74), while Bone matched his best outing of the tournament (74) to finish with a 14-over score of 224 (74-76-74). Freshman J.D. Kiesewetter rounded out the Falcons' squad, tying for 151st with a three-day total of 249 (79-79-91, 39-over).

Radford and Loyola Maryland completed the 54-hole tournament with matching 19-over par totals of 859, before Radford won a three-hole playoff to take the team title. As the only golfer in the field to shoot under par, Loyola Maryland's Matt Oshrine claimed individual honors with a 208 total (-2).



Sophomore Sunwoo Choi was an Air Force top finisher at the Middleburg Bank Intercollegiate Tuesday in Williamsburg, Va.

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	A C L U	W A F U N H	9	6	7	1	4	2	3	5	8
	S K A L D	B E N E F I T S	1	2	3	8	7	9	5	6	4
	H E S S E	A D D R E S S	4	7	5	2	6	1	8	3	9
	T H E G O O D E A R T H	R U E A E	6	9	8	4	5	3	7	1	2
	A F A R	P A L S	7	8	6	3	1	4	9	2	5
	X L	P P M	2	3	4	5	9	7	1	8	6
	P E A N U T B U T T E R	S U L T A N A	5	1	9	6	2	8	4	7	3
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Finding mentorship: An Academy military trainer speaks

U.S. Air Force Academy Public Affairs

Editor's note: Master Sgt. Debra Sheppard is an Academy military trainer responsible for Basic Cadet Training here. She is head coach for the female cadet boxing club, which she helped form, and serves as noncommissioned officer in charge of the cadet Spectrum Club, which provides LGBT support. Public Affairs staff writer Airman 1st Class Rachel Hammes recently interviewed Sheppard on the importance of mentorship.

How long have you been in the Air Force?

I hit 18 years Feb. 4.

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

I went straight into the medical field when I entered the Air Force, and it was pretty balanced between males and females. I remember both my training instructors were females, too. It always seemed pretty even.

Did you have difficulty finding mentorship? Why or why not?

I don't think I did. I was outgoing and sought out mentors. Actually, most of them sought me out, which was good for my development.

Would you say your mentors have been primarily male or female?

I think mostly male, just because there are more men in the Air Force. But I always looked up to leaders who were female, just because they make up such a smaller percentage. It was impressive to see female leadership.

Do you think male and female mentors are equally common in the military?

I think women make up around 20 percent of the population here at the Academy, so I think male mentors are more common by default.

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

I don't think it is. Maybe I'm one of the lucky ones, who didn't have to struggle to be mentored.

How would your career be different without mentorship?

I was kind of rocky when I came in, probably like most Airmen. If I hadn't had the supervisors who believed in me and saw what they saw in me, I don't know where I'd be right now. They mentored me early on, and set me on a straight and narrow path. Since then it's been an amazing ride.

Now-retired Master Sgt. Faline Kubes, who was NCOIC of the general surgery and gastroenterology clinics at the 10th Medical Group here, was



Master Sgt. Debra Sheppard

my very first supervisor in the Air Force at Davis-Monthan Air Force Base, Ariz., and then we met up again when I was stationed at Lackland AFB, Texas. I got to help with her retirement ceremony here at the Academy, which was a cool culmination of our relationship. She was always supportive when I was a young Airman. She's always the first person I think of when I think of a good mentor.

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

I do still have mentors. A lot of what we talk about is career progression. Some of the concerns are things we deal with in the cadet population, too. We tend to get tunnel vision on our cadets — we're here for them, and we sometimes forget about ourselves.

My perspective now is completely different from what it was when I entered the Air Force. When you first join the Air Force, it's all about upgrade training and trying to figure out where you fit in. Now it's shifted — my focus is on the future military generation of leaders.

Do you mentor others now? Are they primarily male or female? What issues do you help them with?

I would say it's a mix of male and female cadets. It's interesting trying to fill so many roles.

I just started a women's boxing club at the Academy, and that's been huge for the female cadets — being able to say, 'Hey, we can do this, too.'

I help with the Spectrum Club, and serve as an education point for leadership. I also helped with the Pride Panel last year, which was a big learning experience for me. Coming to this establishment where you have so many younger individuals has been really cool — the younger military generations are so much more accepting of the LGBT lifestyle, since it was not allowed militarily in the past. I have mentored many of our cadets, civilian counterparts and permanent party with LGBT concerns.

A high percentage of our cadets have not experienced failure in their lives prior to arriving at the Academy. I tie this in to my own life experiences— to be able to show them I can relate. Being genuine, real and showing compassion is key.

Do you have tips for others hoping to find mentors?

Search out ones with common interests. Don't be discouraged if mentors don't find you — get out there and search them out. Some of my life-long mentors didn't appeal to me at first until I spent more time around them, especially the tough ones. They don't always have to be older than you, either — you can have a lateral mentor. I even learn a lot from our

Women's History Month: Air Force's first female chief

Air Force Enlisted Heritage Research Institute

FORT GEORGE G. MEADE, Md. (AFNS) — In 1960, Chief Master Sgt. Grace Peterson became the first female chief master sergeant. She was not only the first female chief master sergeant; she was part of the original group of senior NCOs to be selected for the rank of E-9.

At the time of promotion, Peterson was the first sergeant of a 400-person Women in the Air Force squadron at McGuire Air Force Base, N.J.

Peterson entered military service in New York City soon after the attacks on Dec. 7, 1941, that thrust America into World War II, and she joined what was then called the Women's Army Auxiliary Corps in 1942.

During an interview at Joint Base McGuire-Dix-Lakehurst in 2010, Peterson said, "I joined because of the horrors of Pearl Harbor and I felt I had to do something about it."

Peterson recalled the first momentous day she entered WAAC as a boot trainee. She was sent to the first WAAC training center at Fort Des Moines, Iowa.

The "genius" who prepared these facilities to receive the first females into the military will forever command her admiration, she said.

"Male OD coats were issued and trailed in the snow for the shorter girls. None of us needed mittens for the sleeves — completely enveloped our arms," she said.

Four weeks later, she was assigned as company clerk to the second WAAC training center at Fort Oglethorpe, Ga., and in less than one year the "boot trainee" had risen to the rank of first sergeant.

To this date, Peterson maintains the "boot" expression derived from the heavy brogan shoes she had her charges wear in those days. After experiencing the rigors of basic training and a tight academic schedule — first as a pupil and later as an instructor — the precedent establishing experience of the veteran of six months was considered too valuable to relinquish.

She had found her niche in the Army; to greet and train the women volunteers who had followed her in steadily increasing numbers.



At this point in her career, Peterson said, "I was not only proud of my personal good fortune, but I felt an immense pride of my sex. Many of the volunteers we received — some a great deal older than myself — were college graduates and had established civilian careers but chose, instead, to serve with the armed forces. And I think the record points out the caliber of service women performed during the war."

Throughout the war years, Peterson remained in the continental United States except for a period of duty at Ladd Field, Alaska.

She served during both Victory over Europe and Victory over Japan days.

