

**March 2006**

**The President's Commission on White House Fellowships**



*“We are continually faced with a series  
of great opportunities brilliantly  
disguised as insoluble problems.”*

*- John W. Gardner*

**Upcoming Events**

**Alumni Reception**

March 2, 2006  
6:00-8:00pm  
712 Jackson Place, NW  
Washington, DC  
Hosted by the  
WHF '05-06 Class

**Regional Panels**

- \* March 9 -10  
Washington DC
- \* March 13-14  
Dallas
- \* March 16-17  
Atlanta
- \* March 23-24  
Los Angeles
- \* March 26-27  
San Francisco
- \* March 30-31  
Washington DC
- \* April 3-4  
Chicago
- \* April 10-11  
Boston
- \* April 12-13  
New York

**REFLECTIONS ON LEADERSHIP AND SERVICE**

**Private William Crawford  
Congressional Medal of Honor Winner**

In my office, there's a large oil painting of William Crawford, a man I knew when I was a cadet at the Air Force Academy. He taught me that great leaders treat everyone they meet with respect because everyone has something to teach us if we're willing to listen. But Mr. Crawford didn't teach a leadership class at the Academy. Mr. Crawford was a squadron janitor. He mopped our floors and scrubbed our toilets.

To some of the cadets, he was a nonentity and to others he was also often an object of ridicule. But all that changed one day. On a fall Saturday afternoon a cadet was reading a book in the library about World War II. While reading this story he took notice of a man identified in the article as Army Private William Crawford. He wondered if this Army private could possibly be the same Mr. Crawford he knew, a man who he saw nearly every day carrying a bucket and mop.

According to the narrative Private Crawford single-handedly saved his pinned down platoon when, on his own initiative and under intense enemy fire, he took out three separate enemy machine gun nests with hand grenades in Altavilla, Italy in 1943. Could our janitor be the man who was thought killed for his heroic actions in Italy, and same person who posthumously received the Congressional Medal of Honor in 1944?

Although Mr. Crawford's father received his dead son's Congressional Medal of Honor in 1944, Private Crawford did not die that day. In fact, German soldiers captured him, and he was forced to march 500 miles in 52 days in the dead of winter to stay ahead of the advancing Russian army. He barely survived the German prisoner of war camp, sometimes eating only one

**White House  
Fellows  
Guest Speakers  
March 2006**

- **Karl Rove**, Deputy Chief of Staff and Senior Advisor to the President
- **Senator John McCain**
- **Anna Escobedo Cabral**, United States Treasurer
- **Marty Evans**, Former President, Red Cross
- **Patrick Harker**, Dean Wharton School of Business
- **Mike Griffin**, Administrator, NASA
- **Bill Livingood**, Sergeant at Arms, U.S. House of Representatives
- **Congressman Joe Barton**
- **Jim Padilla**, President and COO, Ford Motor Company
- **Ted Olson**, Former

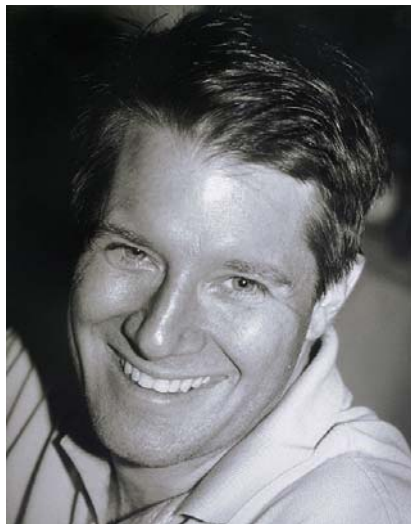
potato per day, until his camp was liberated two years later by an Allied tank column.

When the Air Force Academy cadet confronted him about this story, William Crawford confirmed that he was in fact the man he read about in the article, that he was a Congressional Medal of Honor winner. Our janitor went on to become a minor celebrity and he taught many of us very important lessons about leadership and life.

President Ronald Reagan gave the commencement address at the U.S. Air Force Academy in May 1984. At the conclusion of his remarks, President Reagan presented the Congressional Medal of Honor to William Crawford-this time personally as Presidents customarily do. Crawford passed away in 2000 and is the only Medal of Honor winner buried in the cemetery of the Air Force Academy.

Great leaders treat everyone they meet with respect. You have no idea who someone might be, where they've been, and what they could contribute to your life. There are lessons to be learned from everyone, whether it is humility, courage, or a gem of wisdom from someone who had it all and no longer does.

You never know where the next idea or thought may come from that can change your life.



*Charles P. Garcia, (88-89), is an entrepreneur, best-selling author, and public servant. You can find out more about him at [www.amessagefromgarcia.com](http://www.amessagefromgarcia.com).*

*He was recently appointed by President Bush to serve on the Board of Visitors of the U.S. Air Force Academy.*

Solicitor General

- **Lt. Gen. Brent Scowcroft**, President, Scowcroft Group
- **Herb London**, President of the Hudson Institute
- **Andrea Mitchell**, NBC Chief Foreign Affairs Correspondent
- **General Peter Pace**, Chairman of the Joint Chief of Staff
- **Marshall Carter**, Chairman of the Board, NYSE



*Steve Poizner, (01-02), is currently a candidate for California State Insurance Commissioner. You can find out more about him at [www.joinsteve.com](http://www.joinsteve.com).*

### **Up To The Task? Life After the White House Fellowship**

I returned to California following my Fellowship and I hit the ground running – running non-profit foundations, running education reform movements to bolster public schools, and then running as a candidate for public office.

After a year as a volunteer government teacher at an inner-city high school in East San Jose, I decided it was time to set an example for my students by trying to change California's government from within. Having spent 20 years running companies in Silicon Valley prior to my White House Fellowship, I was new to the world of politics. But it was that year in Washington that first opened my eyes to the merits of public service, and taught me how to work the ropes of government.

I sought to represent Silicon Valley in the State Assembly. Over the course of a year, I knocked on 11,000 doors, racked up 2,500 hours of one-on-one conversations with voters, and developed tendonitis in both of my knees.

But I also earned 48% of the vote in a district where 69% of voters didn't belong to my party, which told me that a healthy democracy begins with the courage to look your neighbor in the eye and start an honest dialogue. That's why I subsequently chaired a statewide ballot initiative to make congressional and legislative redistricting in California a nonpartisan process and give voters more competitive elections.

At present, I'm a candidate for State Insurance Commissioner – one of California's eight statewide elected officials. It's a fascinating position, with absolute authority to

### **Alumni Update**

**Wally Baer (66-67)** is now Professor of Policy Analysis at Rand Graduate School in Santa Monica, CA.

**Randi Burlew (04-05)** is a Staff Psychologist at the Durham VA Medical Center in North Carolina.

**John Fryer (72-73)** is President and CEO of the National Institute for School Leadership in Washington, DC.

**Kevin Grimes (93-94)** is the Senior Director for Clinical Research at KAI Pharmaceuticals in San Francisco, CA.

**Steve Harty (83-84)** is Chairman of Bartle Bogle Hegarty in New York City.

**Terry Kelly (97-98)** has reported to the US Mission in

Baghdad, where he is the Director of the new Joint Strategic Planning and Assessment Office.

**Sam Khichi (04-05)** is now an attorney with O'Melveny & Myers LLP in New York City.

**Tom Kline (75-76)** has retired from Pfizer to become the Principal for Kline Health Group, Sunny Isles, FL.

**John Orrison (89-90)** has moved to Ft. Worth, TX, to become the Assistant Vice President for Service Design for BNSF Railway Corporation.

**Jane Pisano (76-77)** has left her position of Dean of the School of Public Administration at the University of Southern California to become the President of the Natural History Museum of Los Angeles County.

**MAJ George Pivik (03-04)** is the G3 Operations Officer for the 24th Infantry Division (Mechanized) at Ft. Riley, KS.

**Martha Stark (93-94)** is Commissioner, City of New York Department of Finance, in New York City.

**John Weiland (87-88)** is President and COO of C.R. Bard, Inc, in Murray Hill, NJ.

**LTG John (Bob) Wood (84-85)** has been promoted to Lieutenant General and Deputy Commander of Joint Forces Command in Norfolk, VA.

oversee, regulate and investigate a \$115 billion-a-year insurance industry that impacts every single individual and business in California. On any given day, you're dealing with insurance fraud, uninsured motors, and reforming the workers' compensation system, as well as preventing insurance costs from stifling California's world-class economy.

I'm often asked why I have this interest in public office, especially when applying for the job is time-consuming and ego-bruising. And the simple answer is: it's the reward of knowing you had the courage to enter the arena, and attempted to make a difference.

I only hope that future generations will take up that call. That's why my wife, Carol, and I created a scholarship program for the high school where I taught. Each year, about two dozen seniors travel to Washington for a week, to take part in the Close Up program. Hopefully, one day years from now, they'll return to Washington in a new capacity – as White House Fellows.

I believe the alumni and alumnae of this program share a common philosophy: that a rewarding life is one defined by the exploration of possibilities, not the fear of pitfalls. If my experiences have taught me anything, it's that goodness does abound in our society. There is a genuine desire for leadership and courage.

The trick is finding a few good men and women who are up to the task.

## Meet Our Alumni

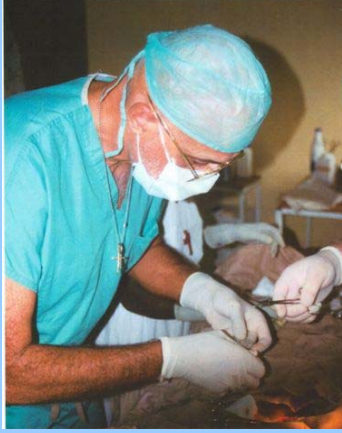
### From Hero to Healer The Burn Loeffke's Story

When I was a young Air Force captain serving in the U.S. Southern Command in Panama, I decided to apply for a White House Fellowship. I was told there was no one better to talk to than Major General Bernard "Burn" Loeffke, the commanding general of U.S. Army South in Panama because he had been a White House Fellow in 1971.

I cold called General Loeffke's office to make an appointment and meet him to discuss my desire to become a White House Fellow. I spoke with his aide, who after putting me on hold, said the General would see me the next day if I agreed to meet him at 0500 hours to go on a 2 mile run carrying an M-14 rifle with the rest of his battalion. This is signature Burn Loeffke.

Before I met the General, I thought I'd do a little research to learn what I could about him. I discovered he was a





*Bernard Loeffke (70-71), formerly a Major General in the U.S. Army, is now a Physician's Assistant working abroad. You can learn more about him at [www.helpingotherstoday.com](http://www.helpingotherstoday.com).*

West Point graduate from the class of 1957, he had an undergraduate degree in engineering, a master's degree in Russian, a doctorate in political science, and he spoke fluent Russian, Chinese, French, Spanish and Portuguese. In 1970, he was an aide to Henry Kissinger, responsible for analyzing events in the Soviet Union, Vietnam, and Latin America. In the mid-1970s, he served as Chief of the Military Mission in the Peoples Republic of China, and later served as the U.S. Army Attaché in the former Soviet Union during the Brezhnev era.

He was in combat in Vietnam serving in the 82nd Airborne Division Special Forces and as an advisor to a Vietnamese parachute battalion, earning two Purple Hearts for wounds in combat and several Valor awards for heroism. An Airborne Ranger, he was the first Westerner to jump with a regular Chinese communist parachute unit. He later served as Chief of Staff of the 18<sup>th</sup> Airborne Corps at Fort Bragg, North Carolina. He was a champion swimmer at West Point; he competed in a military decathlon in Russia; and he ran a full-length marathon in Communist China.

After an exhausting morning run, I met the General in his office the next day and the meeting went extremely well. The General was sympathetic to my cause and much to my surprise I felt that he took great pleasure in mentoring a young officer. He was kind enough to spend an hour with me, pointing out the ins and outs of the application process, the pros and cons of the program, what to expect, what not to expect, and the best way to approach the interview process if I advanced to the regional or national panels.

I lost track of Burn Loeffke until I ran into him last year on an airplane after not seeing him for nearly 17 years. Despite retiring from the military, Burn does not appear to be slowing down, in fact, quite the contrary. Often when generals retire from the military, they find key executive positions in private industry. When he retired, Burn was offered top private sector jobs selling weapons and cars in China. But in the years following his duty in Vietnam, there was never any doubt about what he would do when his military service was complete -- medical missions for the impoverished. To achieve this dream, Loeffke spent two years attending a program to become a physician's assistant, a medical degree that allows him to perform about two-thirds of the procedures that fully licensed MD's do. He decided not to pursue an MD because it would take too long.

Since graduating in 1997 from the program he has dedicated his life to being a medical missionary, saving people's lives in Afghanistan, Cambodia, China, Guatemala, Guyana, Sudan and Vietnam. Despite coming down with malaria twice on his medical missions, Burn runs every day and when he is 75, he hopes to complete Hawaii's Ironman competition -- a two-mile ocean swim, 150 miles on a bike, and then a 26.2 mile running marathon.

*Contributed by Charles P. Garcia, (88-89)*

## **“Miracle,” My Most Memorable, Unusual Patient**

It was a normal day, three hundred plus patients streaming through the makeshift grass fence. It was 2005 and I was on my third tour in the Sudan in a camp with fourteen thousand refugees. A little girl had died in my arms that morning, and in the afternoon a fourteen year old shuffled in to see me. His waist was over 200 inches in diameter. Hundreds of tiny multiplying tapeworms were poised to kill him in less than a month. Other patients with leprosy, filiriasis, leishmaniasis, schistosomiasis. They were extraordinary patients enduring bravely terrible diseases.

In the evening, when I had time to reflect, my mind kept going back to my first experience in the combat zone of Southern Sudan, seven years earlier just after graduating from Physician Assistant School. A small aircraft flown by a missionary pilot deposited a surgeon, a nurse and me in a grass field. In the small, ill equipped, abandoned school, we were to treat hundreds of black Sudanese fleeing from the North for wounds, malaria, diarrhea and malnutrition. This was the time that “Miracle,” as I called her, was carried into my life. Miracle had traveled in a wheel barrel for three days with an arm of her dead child protruding from her. Although weak, she was able to speak and fixed her pleading eyes on me as the African medic asked me what to do. Thoughts raced through my mind. I had definitely not seen this on my Ob/Gyn rotation in school. To make the situation more challenging, the surgeon, whose tour was up, was scheduled to leave on that day on the small airplane that came only once every 20 days. I would be alone with 20 African medics for the next two weeks. Dr. Buttons came in and said, “Burn we’ll start this together but you will have to finish it.” Working in a clinic with no electricity and running water and using only a small surgical blade, we cut off the arm of the diseased baby and tried to rotate it. It took fifteen minutes to cut what we could have done in less than a minute with a surgical saw.

Dr. Buttons tried rotating the baby but soon gave up. The child was in a transverse position and a caesarian was the only alternative. When he cut through to the fetus, the air was quickly saturated with the foulest odor of sepsis I had ever smelled. Miracle had been bleeding internally. We replaced her blood with saline as we had no blood to give.

A messenger came in demanded that Dr. Buttons board the plane quickly before it was detected by enemy aircraft. After his departure, the Head African medic and I pieced Miracle back together. Surely she would not last the night. We had replaced almost all of her blood with five liters of saline. We had no oxygen, and gave her the same anesthesia that vets use for animals.

That afternoon, I went back to the receiving room where I held a limp child with his eyes staring up and to the right. I had seen this before; cerebral malaria. The child would soon die. The mother was hysterical, as this was her only living child. The other two had also died of malaria. I saw two more patients die that afternoon. I went back to see Miracle, expecting her to be among the dead. For the next four days I continued to see deaths of patients who could have been saved in another setting.

On the fifth day when I checked on her, Miracle was now attempting to walk. She was looking at me this time with smiling eyes. As I came close, she grabbed my hand and squeezed it. I grabbed her other hand, said a silent prayer and thanked God for the Miracle.

*Contributed by Bernard Loeffke, (70-71)*



*Cory Wilson, (05-06) is currently placed at the Department of Defense. Formerly, he was a litigation attorney with the law firm of Bradley, Arant, Rose and White in Jackson, Mississippi.*

### On the Road with Secretary Rumsfeld

One of the most exciting and memorable events of my Fellowship year started with “wheels up” from Andrews Air Force Base in early February 2006. Over five packed days, I traveled with Secretary of Defense Donald H. Rumsfeld and his staff to a NATO defense ministers meeting in Taormina, Italy with stops in Tunisia, Algeria, and Morocco. The trip provided a rich opportunity to study contrasts between Europe and North Africa, to observe Secretary Rumsfeld, and to see how military and civilian personnel facilitate travel. The trip greatly broadened my Fellowship experience and my understanding of the Department of Defense. It was far and away one of the biggest highlights, in a year full of highlights.

I had never been to any of the countries we visited, so each stop provided new insight into a broader world, especially in North Africa. Sicily provided thought-provoking glimpses of Europe and our NATO allies. I was able to attend NATO functions and observe the importance of diplomacy, the critical support of our allies, and American leadership.

Tunisia represented my first visit to a Muslim country, and provided amazing insights into the past, the War on Terror, and economic globalization. Especially memorable were our stops at the ruins of Carthage and the American cemetery, where over 2,800 American soldiers from the Africa campaigns of World War II are buried. Spending time in Tunisia, a moderate Muslim country, took me beyond my “comfort” zone and into a broader world—a world whose heart we must win in order to succeed in our struggle against terrorism.

Stops in Algeria and Morocco contrasted with Tunisia and each other. I was able to see local culture and hospitality and to observe each government in action. I now see the Arab world as less a monolith and more a diverse set of nations. Our visits put a human face on my perception of the North African map.

Traveling with Secretary Rumsfeld provided invaluable opportunities to observe his leadership in action and see the teamwork involved in helping him do his job. I observed the preparation that goes in to official meetings with leaders of other nations, and gained the perspectives of policy experts and embassy personnel in each country. These chances to interact with people often inaccessible at home only expanded the learning experience of the trip. Observing the traveling press corps was also instructive. It was very interesting to compare events I witnessed with their portrayal by the media.

One of the most amazing aspects of the trip was the opportunity to observe the sheer mechanics of making it happen, including an aerial refueling. I was able to see the military’s planning and execution skills in action, learn about advance work, communications, security, and other support functions performed by specialized teams. In just a few short days on the road, I learned more about the work these teams do than I ever imagined possible.

### **About the White House Fellows Program**

The White House Fellows Program is a non-partisan program that offers exceptional young men and women a first hand experience working at the highest levels of the Federal government by working with senior White House and Cabinet officials. Fellows repay that privilege by continuing to work as private citizens on their public agendas and contributing to the Nation as future leaders.

### **Fellowship Selection Criteria:**

- A record of remarkable professional achievement early in one's career.
- Evidence of leadership skills and the potential for further growth.
- A demonstrated commitment to public service.
- The possession of knowledge and skills necessary to contribute successfully at the highest levels of the Federal government.

### **Contact The President's Commission on White House Fellowships**

Web: <http://www.whitehouse.gov/fellows>

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