



White House Fellows Visit India and China

FROM THE DIRECTOR

WELCOME TO THE 40TH CLASS OF FELLOWS

Hurricanes Katrina and Rita had a profound effect on our nation. For our twelve new White House Fellows the devastation caused by these storms provided an immediate lesson in how rapidly priorities can shift in Washington. While the Fellows were on the ropes course during their orientation retreat at Arlie House, state, local and Federal governments were coping with Hurricane Katrina's aftermath and Hurricane Rita was looming on the horizon. Upon reporting for work, almost all members of the class quickly found themselves in the forefront of the Federal government's response. First assignments included preparing briefing papers, crafting recommendations for enhanced Federal responses and accompanying officials to the hard hit region to conduct damage assessments. We expect the class members to continue to play a large role in managing the many facets of this national challenge.

As we prepare for the Fortieth Anniversary of the White House Fellows Program, my priorities are clear: to increase the quantity of quality applicants while also increasing the professional diversity within the applicant pool; to improve the overall quality of the education program by providing a more complete picture of how to get results in Washington; and to balance learning opportunities with additional speakers from business, non-profits, Capitol Hill, embassy row, think tanks, non-governmental organizations and the K Street lobbying community. We also will work to enhance the placement experiences so that Fellows continue to have the opportunity to both observe senior government officials in action and make meaningful contributions to their workplace. And we will work closely with the Alumni community and the Commission members to ensure that we continue to fulfill John Gardner's original vision of "a reservoir of able men and women with more than ordinary comprehension of government and more than ordinary willingness to serve if called."

Reflecting on my first few months as Director and looking ahead to the future, I am struck by the caliber of people who associate themselves with this Program as applicants, guest speakers and advocates, all equally committed to the highest standards of leadership and service. The community of mutual support that John Gardner envisioned exists in a very real sense. I am thrilled that this community now includes twelve new

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The 2004 - 2005 White House Fellows visit the Taj Mahal during their international policy trip to China and India.

China and India: A Study of the Rise of Global Power White House Fellows International Trip 2005

The Great Wall, Taj Mahal, Shanghai nights, New Delhi days, Bombay dreams, Beijing briefings, Hong Kong highlights—who could ask for anything more?

The twelve Fellows joined by our Associate Director and Education Director set out in early May to study the rise of global power. We traversed China and India on an 18 day trip traveling from Hong Kong to Beijing, Shanghai, Bombay and New Delhi. We met with top level government officials, business leaders, military commanders, medical personnel, academics and non-governmental organizations to study the changing landscape of world power as globalization progresses. The following are but a few key takeaways.

China STABILITY – NO LEADER WANTS TO BE THE NEXT MIKHAIL GORBACHEV

From conversations with Chinese officials, business leaders and Embassy representatives, it appears that maintaining control is a key focus of the Communist Party. The billion dollar question driven by a 1.3 billion population is whether China can promote increased economic incentives and at the same time avoid conflict between the newly created "haves" and "have nots." We heard that recent uprisings, though disparate, have fanned across the country. Party leadership must keep ethnic factions from breaking away. Key concerns focus on Taiwan, Tibet, the Muslim population, and peasant farmers who may become

restless as the dichotomy of wealth in urban verses rural areas becomes increasingly visible.

EVOLUTION OF THE COMMUNIST PARTY MOVES FROM IDEALISTIC TO PRAGMATIC

The dichotomy of Communist ideals with individual prosperity seems striking. Students and professionals alike referred to the selectivity of Party membership as China's "elite." In the graduating class at Beijing University, China's top academic institution, only 2 students last year were invited to join. Party membership is seen as a ticket to economic prosperity. The duality between the founding principles of communism and today's Party seems irreconcilable and yet in the Chinese mindset these two coexist.

India JOB CREATION AND INFRASTRUCTURE BUILDING ARE URGENT PRIORITIES

In our meeting with the Prime Minister's Office, job creation and infrastructure building were put

forward as the administration's two key objectives. We were told that "the rise of India as a world super power will require greater wealth and a larger middle class." Increased FDI and corporate investment provides optimism for a growing employment base. Still infrastructure in terms of roads, shopping centers, and airport facilities is needed. Less than 1 mile from Mumbai airport the road turns to a single lane dirt road filled with people, bikes, motorbikes, animals, cars and other equipment. In our visit to Convergys, a local call center, we learned that over 40% of costs go to transportation as the company must drive employees to and from work to attract proper talent.

DEMOCRATIC BUREAUCRACY PROVIDES STRONG FUNDAMENTALS YET SLOWS PROGRESS

India is described by many as an "elephant," slow and steady in making any change. As a democracy, India has a strong rule of law yet there are numerous complaints that delay in

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FROM THE DIRECTOR

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Commissioners appointed by President Bush: Irma B. Elder of Michigan, Linda M. Springer of Pennsylvania, Richard A. Bennett of Maine, Terry E. Branstad of Iowa, Archie W. Dunham of Texas, P. Robert Fannin of Arizona, Cathy Gillespie of Virginia, Anne Heiligenstein of Texas, Carole Jean Jordan of Florida, David M. Roederer of Iowa, Judy Baar Topinka of Illinois and William L. Webb of Alabama. Our new Commission members, like those who preceded them, are deeply committed to improving the White House Fellows Program.

I look forward to working with the Commission members, the new class of Fellows and their principals as well as the alumni community to build a bright future upon the already impressive foundation of the White House Fellows Program.

With best wishes,
Janet



The 2004-2005 White House Fellows meet with Dev Anand, a legendary Bollywood film director, during their international policy study trip to China and India.

China and India

(continued from page 1)

processing claims can be ongoing for years. In our visit with the High Court Justices we addressed the issue of inefficiency. Arbitration is now being put forward as a possible alternative. Rule of law coupled with entrepreneurship was highlighted as India's competitive strength. In conversations with ICICI bank, India Today, NASSCOM, Observer Research Foundation, and Dev Anand, a Bollywood Director, we came away believing that India has the fundamentals in place if it can increase efficiency and capitalize on entrepreneurship.

Fellowship

Overall the trip was a fantastic experience! As a group we enjoyed many laughs with a number of comedians emerging from within the class – some intended and others accidental. Our best athletes decided to experience local cultures and traditions on the basketball court by fielding a team. Despite the language barriers, we were able to find willing opponents on the massive Chinese playgrounds. We learned that in a country of over 1.3 billion people, pick-up basketball games are limited to 5 points per

game, win by one; that the Chinese word for anything hoops related is Yao; and that the Chinese can play the game. Though we ended with a losing record, we experienced a side of the culture that an organized tour could never have given us.

All-in-all the trip was one in a million – an expression that has taken on new meaning. Now we realize that being one in a million still leaves 1.2 billion people in China and 1 billion in India.

— Contributed by Amy Wilkinson and Pat McClanahan



Jerry Johnson (WHF '04-05) poses before his departure from Baghdad.

Jerry Johnson travels to NATO and Iraq with Secretary of Defense, Donald Rumsfeld

As part of my work placement at the Department of Defense, I had the privilege of visiting France and Iraq with Secretary Donald Rumsfeld from February 8-14, 2004. The purpose of our trip was to attend the NATO Defense Ministers Conference and to review the training progress of the Iraqi security forces, but for me the trip was also an amazing learning experience that opened my eyes both to the skills of a strong leader and to the strength of those on the ground.

Our first stop was the NATO Defense Ministers Conference in Nice, France. While there I had the opportunity to experience U.S. collaboration with the NATO alliance on issues of counterterrorism, anti-nuclear proliferation, and the Iraqi war. The U.S. delegation hosted several bilateral discussions with defense ministers including Jose Martinez of Spain, Teodor Atanasiu of Romania, and Sec. Gen de Hoop Scheffer of Germany. I was consistently amazed with Secretary Rumsfeld's focus, diplomatic skills, and leadership during these meetings. My participation in the conference highlighted the need to field a great team and the necessity to work well with global partners to ensure success.

At midnight on February 10th, we departed Nice for Mosul, Iraq on a C-17 aircraft. The six hour flight concluded with a hair-raising corkscrew landing, after which we hurried to our first stop: the

military hospital. It was there that I witnessed one of the most emotional moments of the trip as Secretary Rumsfeld presented two purple hearts to a 21 year-old amputee. This and other moments during our stay gave me an even clearer sense of the sacrifices that U.S. troops make each day, and put the conversations that had occurred in Nice into context. I was humbled by the dedication of the U.S. troops, and by the hardships that they endure.

Our tour of Iraq eventually concluded in Baghdad, where the delegation had the rare opportunity to experience a "live fire" counter terrorist force demonstration. It was a unique experience because the demonstration was performed by an Iraqi security force brigade. This sight, along with countless other moments, led me to feel encouraged by the commitment of U.S. troops and Iraqi soldiers in their efforts to rebuild Iraq, to fight terrorism, and to bring justice to Iraqi citizens.

I will forever remember this trip not only because of the elegance of Sadaam's palace, the power of our military aircraft and Blackhawk helicopters, or the sound of nearby mortar shells. The memories that truly endure will be of the courage of the men and women who serve our country and allow us to live, love, and enjoy an open society in the United States of America.

— Contributed by Jerry Johnson

Mark Your Calendar!

WHF ASSOCIATION ANNUAL MEETING AND SEMINAR

October 27 – 28, 2005; Washington, DC

WHF ASSOCIATION 40th ANNIVERSARY BLACK TIE GALA

October 28, 2005; Washington, DC

Celebrating the 40th Anniversary of the White House Fellows Program and honoring Colin L Powell (WHF '72-73) as the recipient of the 2005 John W. Gardner Legacy of Leadership Award.

White House Fellow Lou O'Neill Named U.S. Expert to Nagoro-Karabakh

Imagine a beautiful place about half the size of Connecticut, with rich farmland, fertile pastures, breathtaking mountain passes, and rolling hills skimming down to an arid plateau along a great river. Almost one million people live there, doing what people do – farming, working, going to school, falling in love.

Now imagine everyone driven out before an advancing army, and literally every building, dwelling or structure systematically destroyed and stripped to the bone. Not just rugs, televisions and furniture, but roofing, bricks, stones and wood all pulled apart and taken away. Add to that the destruction of the entire infrastructure and, because no one is left, the abandonment of all agricultural and economic activity.

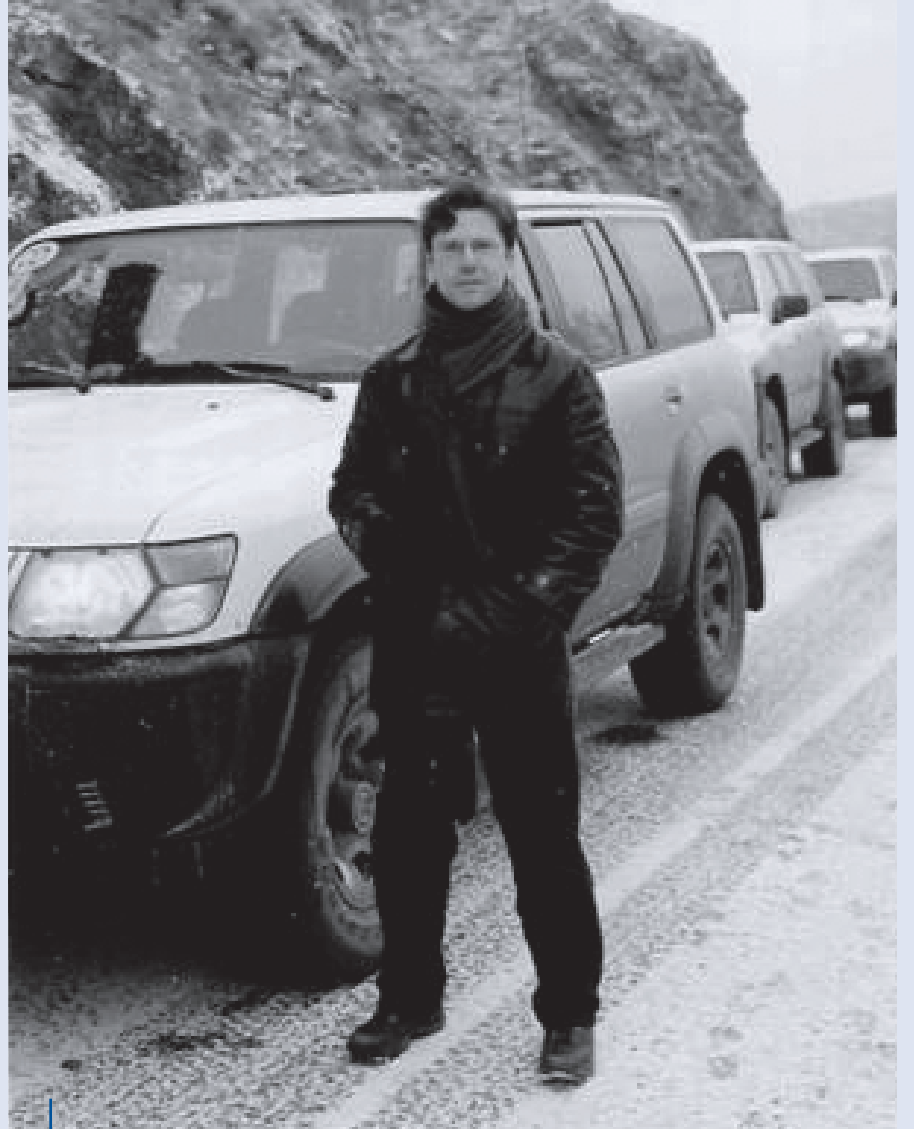
Finally, imagine the entire area encircled by a heavily fortified front that no one has crossed in eleven years, protected by minefields, artillery and 50,000 soldiers.

That is the reality today in seven Azerbaijani territories – Kelbajar, Agdam, Fizuli, Jibrayil, Zengilan, Kubadli and Lachin – surrounding the disputed territory of Nagoro-Karabakh (NK). These areas, comprising about 14 percent of Azerbaijan's territory, were seized by Armenia in the Armenia-Azerbaijan war in the early 1990's, to act as a buffer around the Armenian population in NK. This was the first significant ethnic conflict in the former Soviet Union, and some say it was a key accelerator of the centrifugal forces that ripped the USSR apart. Stalin's divide-and-conquer policies had put NK – with its Armenian majority – inside Azerbaijan. Despite this, many Armenians lived in Azerbaijan, and many Azeris lived in Armenia, and no one

thought much of it until Gorbachev's glasnost policy gave a degree of independence to the Soviet republics. In the Caucasus, "national fronts" and power-hungry politicians inflamed dormant ethnic enmities to a fever pitch, results in a war that ultimately claimed some 25,000 lives.

As part of my work at the Department of State, I was sent in February as the U.S. expert to the Organization for Security and Cooperation in Europe's (OSCE) fact-finding mission (FFM) to the occupied territories. Because Azerbaijan has claimed that thousands of ethnic Armenians are settling in the territories, our team – which included diplomats from Finland, Sweden, Germany, Poland, Italy, France, Russia and the U.S. – was sent into this apocalyptically desolate zone to find and interview these settlers. Our goal was to determine how many Armenians had moved to the territories, from where, why, and whether they were being officially encouraged or financed to do so. The larger purpose was to avert a collapse of the peace talks sponsored by the OSCE's Minsk Group, which were in danger over the settlement issue.

The territories are like a lop-sized donut with NK as its center. Mountains in the west taper down to the Azeri plain in the east and the Arax River valley on the Iranian border in the south. Equipped with seven all-terrain vehicles, we explored a different territory each day from our base in Stepanakert, the capital of Nagorno-Karabakh. The roads were terrible and the going icy, muddy and slow; we spent up to sixteen hours a day on the move, interviewing settlers whenever we spotted signs of life: a roof, smoke from a chimney pipe, roughly strung elec-



Lou O'Neill (WHF '04-05) poses on LaChin Pass between Armenia and Nagoro-Karabakh.

tric wires or livestock.

In the end, we covered all seven occupied territories and interviewed – in Russian or Armenian – hundreds of settlers. Many of them had been refugees for 15 years or more: from the 1988 earthquake, the pre-war ethnic pogroms, or finally the war itself. The Armenians' stories were heartbreaking, but so would be those among the 750,000 Azeris from this area who were forced to flee to Azerbaijan. We found little sign of a systematic settlement policy on Yerevan's part, with the exception of Lachin territory, a land bridge from Armenia to NK. Our estimate of the number of settlers was slightly less than either Armenia or Azerbaijan

had calculated. Ultimately, we produced a report summarizing our findings, which was presented to the OSCE in Vienna. It pleased neither side, which I take as a ratification of its objectivity. Hopefully, it will bring the parties back to the negotiations and contribute in some small way to resolving this awful situation.

In March 2005 Lou O'Neill was given the State Department's Franklin Award for his work on the Nagorno-Karabakh mission. The peace process is now moving forward with new momentum.

— Contributed by Louis O'Neill



President Bush Meets the Class of 2004-2005

White House Fellows meet
with President Bush in the
Oval Office.

Members of the 2004-2005 Class of White House Fellows met with President Bush on June 20, 2005. All of the class members agree that these meetings have been the highlight of their Fellowship year. Lauren Zucker summed up the experience; "What I expected from the Oval Office, the grandeur and pomp, I immediately forgot

in the first moments of the President's greeting. I had seen a hundred pictures of it, but the room changed with the President in it. He was so energetic, so friendly, so open and honest that I forgot to be awed by the solemn weigh of history and was simply captivated by the conversation. In this wonderful way, I had to pinch myself to remember where I was.

Looking back on it, I can hardly believe that the leader of the free world chose to spend such a sincere, generous, and fascinating hour and half with us. It was unbelievable."

The President's commitment to the White House Fellows Program has been evident throughout the year. He also met with the class on December 17, 2004 in

the Roosevelt Room in an equally compelling session. Reflecting on the year and the meetings with the President, Dan Orcutt said, "The value of the experience can't be calculated. You learn so much in these meetings. I left with a renewed commitment to take these examples of courage and leadership in action and truly use them in my life for the greater good."

EDUCATION CALENDAR

January

- 5 Sean O'Keefe, NASA Administrator
- 6 John Snow, Secretary of the Treasury
- 10 Frances Townsend, Assistant to the President for Homeland Security
- 12 Tom Donohue, President, U.S. Chamber of Commerce
- 13 Karl Rove, Senior Advisor to the President
- 14 Said Tayeb Jawad, Afghan Ambassador to the United States
- 19 Eduardo Aguirre, Director of U.S. Citizenship and Immigration Services
- 21 Jeb Bush, Governor of Florida

February

- 1 Jim Towey, Assistant to the President and Director of the Office of Faith-Based and Community Initiatives
- 3 Antonin Scalia, Supreme Court Justice
- 8 Robert McNamara, Former Secretary of Defense
- 9 Robert Mueller, FBI Director
- 10 Fran Harvey, Secretary of the Army
- 14 Frank Carlucci, Chairman Emeritus, The Carlyle Group
- 14 Asa Hutchinson, Under Secretary for Border and Transportation Security
- 18 Dina Powell, Assistant to the President for Presidential Personnel

March

- 2 Bob Schieffer, CBS News

- 9 Gabor Boritt, Director of the Civil War Institute at Gettysburg College
- 14 Ann Compton, ABC News
- 21 Manuel Hinds, Former Minister of Finance of El Salvador
- 31 Lee Hamilton, Vice Chair, National Commission on Terrorist Attacks Upon the United States

April

- 6 Sanjay Gupta, Medical Correspondent for CNN
- 12 John Frisbie, President, U.S.-China Business Council
- 13 Bill Kristol, Editor, The Weekly Standard
- 15 James Zogby, President of the Arab-American Institute
- 19 Harry Harding, Dean of the Elliot School of International Affairs at George Washington University
- 20 Greta Van Susteren, Fox News Channel
- 21 John Taylor, Under Secretary for International Affairs, Department of the Treasury
- 25 Cokie Roberts, ABC News
- 26 Andrew Natsios, USAID Administrator

May

- 2 Strobe Talbott, President, Brookings Institution
- 3 Raminder Singh Jassal, Deputy Chief of Mission of the Embassy of India
- 4 Charles Freeman, Assistant USTR of China Affairs
- 6 E. Ashley Wills, Assistant USTR for South Asian Affairs

- 9 Josette Shiner, Deputy USTR
- 10 Zheng Zeguang, Deputy Chief of Mission of the Embassy of China
- 11 William Donaldson, Securities and Exchange Commissioner

June

- 7 Ben Bradlee, Washington Post
- 14 Kay Maxwell, President, League of Women Voters
- 15 Richard Perle, Resident Fellow, American Enterprise Institute
- 16 Dan Bartlett, Counselor to the President
- 17 Richard Leon, Judge, U.S. District Court and John Podesta, Professor of Law
- 20 Edwin Meese, Heritage Foundation
- 21 Sandra Day O'Connor, Supreme Court Justice
- 22 Mike Green, National Security Council
- 23 Colonel Tony Nadal, U. S. Army
- 24 Randall Tobias, Global AIDs Coordinator at the State Department
- 27 General Barry McCaffrey, U.S. Military Academy at West Point
- 28 Mike Johanns, Secretary of Agriculture
- 29 Michael Chertoff, Secretary of Homeland Security

July

- 6 Michelle Peluso, President and CEO, Travelocity
- 11 Alberto Gonzales, United States Attorney General
- 12 Bill Pickle, Sergeant at Arms, U.S. Senate

- 13 Richard Carmona, United States Surgeon General
- 14 Jim Nicholson, Secretary of Veterans Affairs
- 15 Margaret Tutwiler, Executive Vice President, NYSE
- 18 Maurice McTigue, President, Mercatus Center
- 19 Admiral Marsha Evans, President and CEO, American Red Cross

August

- 2 Lieutenant General Brent Scowcroft, President and CEO, Scowcroft Group
- 3 Ed Gillespie, Co-Chairman, Quinn Gillespie Associates
- 4 Arden Bement, Director, National Science Foundation
- 8 Moeen Qureshi, Chairman, Emerging Markets Partnership
- 9 Samuel Bodman, Secretary of Energy
- 10 Condoleezza Rice, Secretary of State
- 11 Lieutenant Colonel Oliver North, Fox News Channel
- 16 Dr. Elias Zerhouni, Director, National Institutes of Health
- 17 Vice Admiral Richard Carmona, U.S. Surgeon General
- 26 Alberto Gonzalez, United States Attorney General



The 2004-2005 White House Fellows pose for a photo with members of Disabled Sports USA, a nonprofit established to serve those injured in war.

WHF Community Service Project: Disabled Sports USA

Contributed by Ronald J. Clark

As the sun crested over the ridge line on a cold winter day in the mountains of Virginia, the White House Fellows adjusted their gear as they prepared to meet and support our Nation's finest citizens. Unlike other ski trips, this one would be in support of the Marines and Soldiers from Walter Reed Army Medical Center who sustained traumatic amputations during combat operations in the Global War on Terror. For some Fellows this was the first time they had ever met a veteran, let alone one who was 19 years old with both legs missing due to combat operations. For others it was a solemn reminder of the sacrifice our service members make every day for our freedom. The Fellows' mission was to serve as ski buddies to these young athletes to help them master adaptive ski techniques.

The day started with a brief from Kirk

Bauer, Executive Director of Disabled Sports USA. Kirk has a natural connection to these young heroes being a disabled veteran and a man dedicated to the veteran community. Kirk serves as a mentor to these young heroes and as a role model of what is possible despite the physical challenges. Kirk's philosophy is that through the medium of sport they can regain a lost sense of normalcy and hope.

Following Kirk's presentation, the Marines, Soldiers and Fellows headed for the slopes. As the service members received their introductory training from Miche Gurgan's Wintergreen Adaptive Ski Instructors, the Fellows worked on their ski technique in preparation for their role as ski buddies. Late in the morning the Fellows began linking up with service members and tackling this new adventure as a team. Together they

negotiated the slopes avoiding ten year old snow boarders, listening to stories and building a connection that would last long after the last chair lift stood still. One young warrior left everyone breathless. Corporal Casey, a Marine, lost both of his legs in Iraq and skied from a mono ski pod. By the end of the first day no Fellow could keep up with him as he soared down the mountain. Casey in a single day of skiing surrounded by instructors and Fellows regained if only for a moment a new sense of normalcy and hope.

The White House Fellows Class of 2004-2005 hopes that their service with our nation's disabled service members will become a tradition for future classes.

God Bless and Great Thanks to our Young Warriors!

2005-2006 Class of White House Fellows



Rodney D. Bullard

National Aeronautics and Space Administration

Rodney D. Bullard, 31, is a Captain in the United States Air Force. He previously served as a special prosecutor with the Air Force Legal Services Agency. In law school, he served on the American Bar Association's (ABA) Council for Legal Education and was elected to the ABA's House of Delegates. He received the ABA's Silver Key Award, was recognized by The Judge Advocate General of the Air Force, and was elected the graduation speaker. At the Air Force Academy, he was a member of the Fightin' Falcon's Football team. He serves on the ABA's Law and National Security Committee and on the Board of Directors for The Connector, Inc. He holds a B.S. in Legal Studies from the United States Air Force Academy and a J.D. from Duke University Law School.



John D. Caine

Department of Agriculture

John Daniel Caine, 37, is a Lieutenant Colonel in the Air National Guard. He previously served as Director of Operations for the Air National Guard at the Air Force Reserve Command Test Center where he was an F-16 Operational Test Pilot. He served as the Chief of Wing Weapons for the 410th Air Expeditionary Wing during Operation Iraqi Freedom, the Chief of Tactics for the 332nd Air Expeditionary Group during Operation Enduring Freedom, and the Chief of Weapons and Tactics for the Guard's 121st Fighter Squadron. On September 11, 2001 he was the Mission Commander over Washington, D.C. He is a recipient of the Bronze Star and the Distinguished Flying Cross. He received a B.A. from the Virginia Military Institute and has completed coursework for a M.A. from the American Military University.



Eric R. Greitens

Department of Housing and Urban Development

Eric Greitens, 31, is a Lieutenant in the U.S. Navy and a Navy SEAL. He conducted operations in the War on Terrorism as Commander of a Joint Special Operations Task Unit and a Mark V Special Operations Craft Detachment. He currently serves as a reservist with U.S. Special Operations Command. Previously, Eric worked as a humanitarian volunteer and award-winning photographer in Croatia, Rwanda, Zaire, the Gaza Strip, Albania, Cambodia, Mexico, Bolivia, and India. He served as the Chairman of the Durham, North Carolina Mayor's University Advisory Council, Chairman of the Duke University Honor Council, and Editor-in-chief for *Eruditio*. He won the Gold Medal at the British Universities Sports Association National Boxing Championships and is a Rhodes and Truman Scholar who received a Ph.D. and M.Phil. from Oxford University, and an A.B. from Duke University.



Jennifer A. Jacobs

National Security Council

Jennifer A. Jacobs, 34, previously served as a Senior Member of the Technical Staff at Sandia National Laboratories addressing issues of domestic and international security involving weapons of mass destruction. While at Sandia Laboratories she developed methods to evaluate and quantify vulnerability, risk and terrorist behavior. Jacobs is a published journal author who has worked in over 15 countries. She served in the United States Army from 1993 to 1996 and is currently a Major in the U.S. Army Reserves. Jacobs' volunteer activities include working with mentoring organizations, homeless shelters, and the Girl Scouts of America. Jacobs earned a B.S. in Engineering Physics from the United States Military Academy, an M.S. in Environmental Engineering/Health Physics from the University of Florida, and a Ph.D. in Nuclear Engineering from the University of New Mexico.



Sean P. McLaughlin

Internal Revenue Service

Sean P. McLaughlin, 36, previously served as Chairman and CEO of Eze Castle Software and as a board member of Eze Castle Integration and Pivot Solutions. In 2004 McLaughlin was named an Ernst and Young Software Entrepreneur of the Year, and one of *Boston Business Journal's* "40 under 40." His firm ranked number 81 and number 142 in Inc 500's fastest growing private companies in 2002 and 2003 respectively. He received the Greater Boston Chamber of Commerce Business Excellence Award in 2001, the Deloitte and Touche New England Fast 50 Company award in 2000, and the Deloitte and Touche Fast 500 Company award in 2000. McLaughlin is active locally through the Camel Needle-eye Corporation, an organization he founded to educate the public on agricultural issues. McLaughlin earned his B.S. in Computer Science from Harvard University.



Steven L. Parker

Domestic Policy Council

Steven L. Parker, 38, is a Major in the U.S. Army. He has served as the Battalion Executive Officer in the 10th Mountain Division at Fort Drum, as a platoon leader, commander and staff officer, and as a U.N. Military Observer in Western Sahara and Morocco. Parker also served as a Foreign Area Officer in Zimbabwe and the Horn of Africa. He was awarded the U.S. State Department's third highest Medal for Service and the Republic of Djibouti's second highest award for service to that nation. Parker's service projects include working with Rotary International and Big Brothers Big Sisters. He completed the U.S. Army Ranger School and is a graduate of Defense Language Institute. Parker received M.A. in African Studies from Yale University and a B.S. from the United States Military Academy.



Keith A. Pellegrini

Department of State

Keith A. Pellegrini, 37, is a Major in the U.S. Army. He began service as an Infantryman with the 101st Airborne Division and later completed Special Forces training before serving with the 3rd Special Forces Group. A career officer, Keith has deployed to 17 countries on 3 continents. He served in Afghanistan during Operation Enduring Freedom and later commanded special operations forces during Operation Iraqi Freedom. His awards include two Bronze Stars, the Combat Infantryman's Badge, the Ranger tab and the Military Freefall Parachutist Badge. Pellegrini's volunteer work includes promoting mine and unexploded ordnance awareness, working at his local hospital Emergency Department, and serving as a mentor. He holds a Bachelor's Degree from The American University in Washington, D.C. and a Master's Degree from the U.S. Naval War College in Newport, Rhode Island.



Robert L. Reffkin

Department of Treasury

Robert L. Reffkin, 26, previously served as a Mergers & Acquisitions Associate in the Investment Banking division of Lazard Frères & Co. LLC. While at Lazard he founded the firm's Sponsors for Educational Opportunity internship program for under-represented minorities and Lazard's first comprehensive investment banking tax training program. Formerly, he was employed as the youngest Business Analyst ever hired at McKinsey & Company. While at McKinsey & Company he provided strategic advice to several nonprofit organizations and led the firm's community outreach program. He serves on the Board of Directors and has held numerous teaching and leadership positions with the National Foundation for Teaching Entrepreneurship, the A Better Chance program, and the Summer Search Foundation. He received a B.A. from Columbia University and an M.B.A. from Columbia Business School.



Michael W. Studeman

Department of Homeland Security

Mike Studeman, 39, is a Commander in the U.S. Navy. He previously served on the Navy's Quadrennial Defense Review Team. Previous tours include Senior Intelligence Officer for China at the Office of Naval Intelligence, Assistant Fleet Intelligence Officer, Commander, Seventh Fleet, on USS Blue Ridge, and Chief of the Pacific Command Studies Team in Hawaii. During the Balkans conflict, he served in an Intelligence Center in Spain and in liaison capacities to joint and coalition commands in Italy and England. His first tour was as a Strike Intelligence Officer, Attack Squadron 35, USS Saratoga, during Operation Desert Storm. He is a graduate of the Defense Language Institute. He received an M.A. in National Security Affairs from the Naval Postgraduate School and a B.A. in Government from the College of William & Mary.



Cory T. Wilson

Department of Defense

Cory T. Wilson, 35, previously served as a partner with the Bradley Arant Rose & White LLP law firm of Jackson Mississippi. He has worked as an adjunct Professor of Legal Writing at Mississippi College School of Law. Prior to practicing law, he clerked for the Honorable Emmett R. Cox, United States Circuit Judge for the Eleventh Circuit Court of Appeals in Atlanta, Georgia. He is active in the Downtown Jackson Exchange Club, the Public Education Forum of Mississippi, and the Mississippi Society for Disabilities. He is also the founder of a foundation which addresses problems of commercial sprawl, historic preservation, and crime in Jackson. He is a graduate of the Mississippi Economic Council's Leadership Class of 2000-2001. Wilson earned his B.B.A., summa cum laude, from the University of Mississippi and his J.D. from the Yale Law School.



Kenneth R. Zeff

Office of Management and Budget

Kenneth R. Zeff, 33, previously served as a Broad Resident to the Superintendent of San Diego City Schools. While at San Diego City Schools, he led the effort to create preschool access for over 10,000 students. Previously, Zeff was a manager at Deloitte Consulting and the leader of their corporate citizenship initiatives. In business school he won the Dean's Award for Excellence for creating a fund, financed by students, that supplements the salary of students choosing public interest internships. Zeff's earlier work with AmeriCorps, developing computer learning centers in Seattle, earned recognition by the Corporation for National Service as the most significant contribution in the Northwest Region. He graduated from the University of Michigan with a B.A. in Economics and Political Science and holds an M.B.A. from the Wharton School of Business at the University of Pennsylvania.



Laurie C. Zephyrin

Department of Veterans Affairs

Laurie C. Zephyrin, 31, previously served as a Post-doctoral Fellow in the Robert Wood Johnson Clinical Scholars Program at Johns Hopkins Medical School and as a Physician in the Department of Gynecology and Obstetrics at Johns Hopkins. Dr. Zephyrin trained at Brigham and Women's Hospital-Massachusetts General Hospital Integrated Residency Program in Obstetrics and Gynecology. She served as Clinical Fellow in Obstetrics and Gynecology at Harvard Medical School, Chief Resident in Obstetrics and Gynecology, and Chair of the Massachusetts section of the American College of Obstetricians and Gynecologists. Dr. Zephyrin is a recipient of the 2005 American Medical Association Leadership Award. She holds a B.S. from the City College of New York, an M.D. from the New York University School of Medicine, and has completed coursework for an M.P.H./M.B.A. from Johns Hopkins University.

Ajay Amlani ('03-04) is now VP for Corporate Development for Verified Identity Pass in New York City.

Joe Anderson ('77-78) is Chairman and CEO of TAG Holdings, LLC, in Troy, MI.

Dr. Cesar Aristeiguieta ('02-03) has been named as Medical Director, Hi-Desert Medical Center Emergency Department, in Joshua Tree, CA.

John Barry ('85-86) is VP, Defense and Security for SAP in Washington, DC.

BG Bruce Berwick ('87-88) now commands the U.S. Army Engineer Ohio River Division in Cincinnati, OH.

Joe Broz ('91-92) is Director, TSQM Division, of the Midwest Research Institute, in Denver, CO.

Marshall Carter ('75-76) was named to be Chairman of the New York Stock Exchange (NYSE).

Tom Campbell ('80-81) is now the Controller for the State of California.

Chris Chyba ('93-94) has left Stanford University to become Professor of Astrophysics and International Affairs at Princeton University.

Darlene Cox ('91-92) is the new President and Chief Executive Officer of The University Hospital of the University of Medicine and Dentistry of New Jersey in Newark, NJ.

Emma Coleman Jordan ('80-81) has won the 13th annual Clyde Ferguson award from the Minority Law Section of the Association of American Law Schools (AALS) for her "excellence in the areas of public service, teaching, and scholarship."

Patricia Davis ('75-76) is Managing Principal, Davis Financial Services, in Mitchellville, MD.

Wade Dyke ('89-90) is now President and CEO of AP EdVentures in Fisher Island, Florida.

Jami Floyd ('93-94) has left ABC News to become an Anchor for Court TV in New York City.

Preston Foster ('93-94) has been named Vice President for Sales & Marketing for the Educational Testing Service (ETS) in Princeton, NJ.

COL Jonathan George ('88-89) has been selected for promotion to Brigadier General, United States Air Force.

Scott Gould ('93-94) has been named VP for Public Sector Strategies, IBM Business Consulting Service in Bethesda, MD.

Gary Hall ('99-00) has moved to San Francisco, where he is now Vice President for J.P. Morgan Securities.

Steve Hill ('78-79) has left the consulting world to become the Administrator of the Washington State Health Care Authority (HCA).

Michael Levy ('93-94) has joined the law firm of McKee Nelson LLP in Washington, DC, as a Partner in the firm's new White Collar/Investigations and Enforcement Practice.

Joseph Lupica ('83-84) is the President of Stroudwater Capital, LLC, in Scottsdale, AZ.

Jennifer Franke Lynn ('01-02) is the Director, Worldwide Marketing, PGP Corp., in Palo Alto, CA.

Mike Lynn ('01-02) is a Principal Investor, VantagePoint Venture Partners, San Bruno, CA.

MajGen Ray Johns ('91-92) is serving as Chief of Staff, Integrated Process Team 2, for the Quadrennial Defense Review, Office of the Secretary of Defense, The Pentagon.

Dave Jones ('95-96) was elected to represent the 9th District in the California State Assembly.

Chuck Kubic ('85-86) has retired from the Navy and is now President of ECC International, LLC, headquartered in Virginia Beach, VA, and with major contracts in Iraq.

LTG David Melcher ('87-88) is the Deputy Chief of Staff - G-8, Headquarters, Department of the Army, The Pentagon, Washington, DC.

Meridith Neizer ('86-87) has been promoted to the position of President, MBX Logistics, North America (Martin-Brower).

Dan Oliver ('82-83) has been named President of Apogen Technologies, Inc. in New Orleans, LA.

Dean Overman ('75-76) is Chairman of the Advisory Board, First Trust Portfolios, L.P. in Washington, DC.

Jim Padilla ('78-79) has been promoted to President of Ford Motor Company.

Kent Pikel ('95-96) is the Executive Director for Research and Development for the St Paul Public Schools.

Charlene Quinn ('85-86) is an Assistant Professor of Medicine at the University of Maryland School of Medicine.

Mitchell Reiss ('88-89) has left the State Department to become the Vice Chancellor for International Affairs at the College of William and Mary in Williamsburg, VA. He continues to serve as President Bush's Special Envoy for Ireland.

Lois Scott ('97-98) is Senior Managing Director of Scott Balice Strategies in Chicago, IL.

Tom Shull ('81-82) is the Chairman and CEO of Wise Foods in Atlanta, GA.

David Simms ('88-89) is the Managing Partner of Bridgestar, an initiative of the Bridgespan Group in Boston to attract and develop leadership for the non-profit sector.

Anthony So ('95-96) is now the Director of the Program on Global Health and Technology Access at the Terry Sanford Institute of Public Policy at Duke University in Durham, NC.

COL Loree Sutton ('96-97) is Commander of Darnell Army Community Hospital at Ft Hood, TX.

Cathy Taylor ('04-05) has moved to NYC where she is VP for Business Development, Establishment Services, for American Express.

LTC John Tien ('98-99) is Commander of the 2-37 Armor Battalion, 1st Armored Division, in Friedburg, GE.

Mike Ullman ('81-82) joined J.C.Penney on December 1, 2004, as the Chairman and Chief Executive Officer.

RADM Patrick Walsh ('88-89) has been assigned as Director, Navy Quadrennial Defense Review (QDR), at the Pentagon in Washington, DC.

Judy Walter ('75-76) was awarded her Doctorate in Social Work from Catholic University in Washington, DC.

Matic Wright ('97-98) is now Senior Associate, Defense Team, with Booz Allen Hamilton, in McLean, VA.

Kim Zachos ('65-66) has been appointed to serve as a member of the New Hampshire Legislative Ethics Committee for 2005-06.

Fellows in the News

Marshall Carter (WHF '75-76) Elected Chairman of the Board Of the New York Stock Exchange

White House Fellow Marshall N. Carter (75-76) was elected Chairman of the New York Stock Exchange (NYSE) on April 7, 2005. The \$20 trillion market cap of the 2800 companies listed on the NYSE is the largest pool of capital in the world – 5 to 6 times the value of the London and Tokyo markets. Carter will help preside over a venerable but troubled institution beset by scandal in recent years. Since his election to the Chairmanship, the exchange has regained its footing by building faster trading systems and requiring that stock trades be executed at the best possible price.

Speaking on the key White House Fellow theme of leadership, Carter added, "I like the Ronald Reagan quote: 'There's no limit to what one can do or where he can go if he doesn't mind who gets the credit.' The NYSE has a powerful brand and public trust, and we have to make sure that we present to the market and to investors the world's best multinational liquidity and marketplace. I'm not sure that has room for a lot of individual credit, as opposed to the team that will get us there."

Carter added another leadership lesson drawn from his Fellowship year: "The challenge of being an effective consensus manager is knowing when to stop taking consensus. Many people want to keep everybody happy and don't stop taking consensus to make a decision. It takes confidence to say,



"We've got enough consensus; I know the pros and cons. Now it's my duty to make a decision."

Selected as a White House Fellow in 1975, Carter was assigned to the U.S. Agency for International Development. About a month into the year, he learned the White House Fellows skill of flexibility when he was loaned to the State Department's Sinai Surveillance Mission to take advantage of his experience in Vietnam. During his Fellowship year, he also focused on the application of satellite technology to agricultural activities in West Africa and the application of high-level U-2 photography for disaster relief activities in Guatemala.

Carter has kept faith with John Gardner's vision of constant personal and organizational renewal buttressed by a lifelong commitment to public service. In addition to serving as Chairman of the Board of Trustees for the Boston Medical Center and Chair of the Massachusetts Governor's Special Task Force on Massport following 9-11, Carter has been a member of the Boards of the American Bankers Association, CEDEL, Euroclear, and the National Securities Clearing Corporation. From 1988-95 he chaired the U.S. Working Group of 30 that developed recommendations for revamping world securities and clearing processes.

Marshall and Missy Carter have 2 children and 3 grandchildren. Missy has supported the White House Fellows Program through her long-time service as a panelist on the Boston Regional Selection Panel.

MEET THE STAFF

Laurie McCord joined the staff of the White House Fellows office as Associate Director on March 1, 2005. Laurie has worked in the White House for the three years prior to joining our staff. She served as Director of White House Personnel, Director of White House Management, Assistant to the Chief of Staff to the First Lady, and most recently, the White House Deputy Social

Secretary. Before serving the Administration, Laurie was with Marriott International and operated her own antique business.

Laurie graduated from Chapman University with a Bachelor of Arts degree and completed graduate coursework at the Catholic University of America's School of Social Work. Laurie and her husband Scott have lived in Bethesda, Maryland for twenty-eight years.



Laurie McCord joined the WHF in August as Associate Director.

