



LDR 350/POS 359

Washington DC Leadership Institute: “Leadership in Chaotic Times”

Washington DC Travel Course May 2016

On-Site: May 15-21, 2016

COURSE DESCRIPTION

This Washington DC Travel Course offers an immersive experience to develop hands-on, advanced leadership skills for the 21st century—a time of dramatic, unpredictable change. We take advantage of the unique opportunities available in the nation’s capital to meet and learn from notable leaders in fields such as government, the military, business, non-profit organizations, athletics, education, and the arts. This course includes a number of site visits to many of the most compelling attractions in Washington DC, as well as some other important sites that are less well known.

Offers an in-depth examination of a selected topic in leadership studies.

Enrollment in this section of LDR 350 will be restricted to students selected through an application process during the spring 2016 semester.

3 credits. May be repeated for credit. Prerequisite: LDR 100 or permission of the instructor or at least 3 credits from the following courses: MSL 101, MSL 102, MSL 201, MSL 202.

INSTRUCTOR

Dr. Richard Powell
Director, Cohen Institute for Leadership & Public Service
Professor of Political Science
225 N. Stevens Hall
rpowell@maine.edu
(207) 581-1872 (W)
(207) 299-3863 (C)

GRADUATE ASSISTANT

Justin Smith
(207) 478-1133 (C)

COURSE LEARNING OBJECTIVES

We will be covering a variety of very interesting materials in this course, so I would like to establish some objectives for the semester. By the end of this course you should be able to:

- Demonstrate an advanced knowledge of leadership as it applies to a variety of contexts in the 21st century
- Participate effectively in meaningful and thoughtful discussions with accomplished leaders from a diverse array of backgrounds
- Explore the unique demands that leaders face in numerous settings in Washington DC
- Develop enhanced leadership skills and perspectives that will improve your own leadership development

LOGISTICS

Students will reside in a dormitory at American University in Washington DC, conveniently located to numerous landmarks, historic sites, and the major institutions of U.S. government. Housing will be in double-occupancy dorm rooms. We can consider roommate requests if received by April 29, but only if the request is received from both people asking to share a room. Room assignments are same-sex only.

Lodging costs, as well as breakfast and dinner each day, will be provided to students free of charge through a generous grant provided by the Cohen Institute for Leadership and Public Service.

Students will be responsible for arranging and paying for their own travel to and from Washington DC and must be present for the entire duration of the course. Students will also be responsible for costs associated with the following: some lunches and snacks, public transportation in DC (via subway, buses, Uber, or cab), course books, as well as any other discretionary personal items.

Students will be responsible for their own transportation around Washington DC, normally via public transportation. In most cases, the subway (called the “Metro” in DC) is the most convenient way to get around town. Tenleytown/AU is the closest Metro stop to American University. It is about a one mile walk from campus to that stop. American University runs a free shuttle bus that runs between the Metro stop and campus. IT IS IMPERATIVE THAT YOU ALLOW ENOUGH TIME FOR TRAVEL SO THAT YOU ARRIVE ON TIME FOR ALL OF OUR EVENTS.

Students must register for the course no later than April 8. Upon registration, students will be responsible for paying a deposit of \$200 to help cover on-site costs. The deposit should be paid by check made out to the “University of Maine Cohen Institute.” This deposit will not be refunded for any reason to students dropping the course. However, upon arrival students will receive a \$200 to be used toward expenses while in DC.

Everyone should arrive and get checked in by 2:00 pm on Sunday, May 15. Our first meeting as a group in DC is planned for 4:00 pm that day. For planning purposes I recommend you plan to arrive DC by 12:30 or so that day, so as to allow enough time for transfers from the airport, train station, bus station, etc. We will provide you with specific check-in procedures once we get closer to the departure date.

Parking in Washington DC is very expensive and challenging, so driving is not the best option in my view. American University offers parking for \$16 per day. You will also assume any risk associated with the security of your car, as well as any cost for parking.

The course will conclude at Noon on Saturday, May 21. Please allow enough time for transfers and check-ins while making your departure plans. The earliest departure time you could safely make would be 2:30 or 3:00 pm on that day. Students will need to check out of American University on that day.

GRADING POLICIES

Your final grade will be based on the following:

- Portfolio (70%)
- Participation, Conduct, and Engagement (30%)

On all assignments you will receive a numerical score out of 100. After calculating your numerical score based on the formula above, a letter grade will be assigned based on the following scale:

93-100	A
90-92	A-
87-89	B+
83-86	B
80-82	B-
77-79	C+
73-76	C
70-72	C-
60-69	D
Below 60	F

Portfolio:

Participants will be required to maintain and submit a portfolio containing an organized collection of the work they completed during the course. The portfolio will include daily journal reflections and activities completed during our in-class sessions.

The most significant part of the portfolio is the journal, covering the dates May 15-21. Students will be required to keep a journal throughout the course, including detailed (!) summaries and reflections on all required assignments, meetings, excursions, guest speakers. Journals should provide a detailed summary of our activities and demonstrate serious reflection. In other words, the journals are not just descriptive; they must also demonstrate what you learned.

Journal entries will be assessed in two ways. Each morning, we will review your notes from the previous day's events and readings. These notes should contain detailed information about the prior day, but do not need to be explicated in a polished way. These daily "journal checks" will account for 20% of your portfolio grade.

You will then be responsible for polishing your journal and other portfolio materials for final submission by Sunday, May 29 at 11:59 pm.

Participation, Conduct, and Engagement:

This portion of the grade will consist of your active attendance and participation in all of the programs events, as well as your responsible conduct and active engagement throughout the course. You will have the opportunity to meet and learn from a number of accomplished leaders. It is your responsibility to a) be prepared by thoughtfully completing all assignments prior to the sessions, b) be on time, c) be attentive and engaged in all sessions, and d) behave and present yourself professionally (and legally!) throughout our time in DC. Remember, you are representing not just yourself, but also the entire University of Maine.

Quality of contributions during the sessions will be assessed by the instructor based on the extent to which students demonstrate thoughtful reactions to the assignments and the presentations by our guest speakers. This involves a demonstration that fundamental concepts of the readings are understood by the student, and that he/she has thought about them critically. In particular, exemplary contributions will show an ability to apply concepts to the assigned readings to a wide variety of situations faced by leaders in the real world.

Attendance is required at all events. Every missed class will result in a significant reduction of your grade. Absences will only be excused for documented illnesses or emergencies.

DRESS CODE

The dress code for all class meetings and events will be business casual, unless otherwise noted on this syllabus. Washington DC generally follows a "conservative" style of dress relative to areas of the United States.

Business casual can be defined as neat, clean, and professional, but not formal. Here are some guidelines:

Men should typically wear: collared shirts (even when wearing a sweater); trousers/slacks in good condition; a belt; neat, non-athletic shoes. Shirts should always be tucked in.

Women should typically wear: dresses, skirts, or pants; tops and blouses more formal than the standard T-shirt; non-athletic shoes.

Some things to avoid: T-shirts; athletic gear including exercise pants, shorts, sweatshirts and team

jerseys; hats; athletic shoes; shower shoes and slippers; patched clothing; army fatigues or camouflage; jeans and denim; halter tops; backless or over-the-shoulder shirts; tops with cut-out patterns; diaphanous tops; exposed midriffs; excessive or distracting piercings; shorts.

COURSE MATERIALS

There is one required textbook for the course:

- (1) *The Road to Character*, by David Brooks (Random House, 2015)

The book must be purchased and read prior to departure for Washington DC. It is a current bestselling book so it is available on Amazon and at just about every bookstore. It is available in paperback, hard cover, or e-book versions.

Numerous other readings and resources related to leadership will be made available via Blackboard. Readings will be posted approximately one week prior to departure.

TECHNOLOGY REQUIREMENTS

In order to take this class you will have to have access to some basic computing technology: reliable, high-speed Internet access, access to Blackboard, and an up-to-date web-browser such as Firefox, Chrome, or Safari. If you need help with any technology related aspects of the course please contact the IT Help Center at (207) 581-2506.

DISRUPTION CLAUSE

In the event of an extended disruption of normal classroom activities, the format for this course may be modified to enable its completion within its programmed time frame. In that event, you will be provided an addendum to the syllabus that will supersede this version.

SUPPORT SERVICES FOR STUDENTS WITH DISABILITIES

If you have a disability for which you may be requesting an accommodation, contact Disabilities Services (121East Annex, 581-2319), as early as possible in the semester.

ACADEMIC HONESTY

Academic honesty is very important. It is dishonest to cheat on exams, to copy term papers, to submit papers written by another person, to fake experimental results, or to copy or reword parts of books or articles into your own papers without appropriately citing the source. Students committing or aiding in any of these violations may be given failing grades for an assignment or for an entire course, at the discretion of the instructor. In addition to any academic action taken by an instructor, these violations are also subject to action under the University of Maine Student Conduct Code. The maximum possible sanction under the student conduct code is dismissal from the University.

For more details, please see:

<http://umaine.edu/studentaffairs/jad/academic-honesty-and-dishonesty/>

SEXUAL DISCRIMINATION REPORTING

The University of Maine is committed to making campus a safe place for students. Because of this commitment, if you tell a teacher about an experience of **sexual assault, sexual harassment, stalking, relationship abuse (dating violence and domestic violence), sexual misconduct or any form of gender discrimination** involving members of the campus, **your teacher is required to report** this information to the campus Office of Sexual Assault & Violence Prevention or the Office of Equal Opportunity.

If you want to talk in confidence to someone about an experience of sexual discrimination, please contact these resources:

For *confidential resources on campus*: **Counseling Center: 207-581-1392** or **Cutler Health Center: at 207-581-4000**.

For *confidential resources off campus*: **Rape Response Services: 1-800-310-0000** or **Spruce Run: 1-800-863-9909**.

Other resources: The resources listed below can offer support but may have to report the incident to others who can help:

For *support services on campus*: **Office of Sexual Assault & Violence Prevention: 207-581-1406**, **Office of Community Standards: 207-581-1409**, **University of Maine Police: 207-581-4040 or 911**. Or see the OSAVP website for a complete list of services at <http://www.umaine.edu/osavp/>

Contacts:

Richard Powell: (207-299-3863) rpowell@umaine.edu

Justin Smith: Graduate Assistant: (207-478-1133) coheninstitute@maine.edu

PMJ Assistant – Marian Kerr: (202) 775-8116 mkerr@pmj-dc.com

PMJ Assistant – Natalie Salmon: (202) 775-8116 kharper@pmj-dc.com

Peter Madigan: (202) 774-5929 pmadigan@pmj-dc.com

SCHEDULE

April 20, 4-6 pm Required On-Campus Session (117 N. Stevens Hall)

This meeting will serve as an orientation to our course and Washington DC. During this meeting we will discuss detailed expectations for the course, as well as substantive materials related to the course topics.

Reading:

- *The Road to Character*, by David Brooks (to be completed prior to the orientation meeting on May 15)

Sunday, May 15

Arrive and check in at dorm no later than 2:00 pm. Upon arrival in D.C., you can transfer to American University by means of your own transportation preference. If flying, I recommend taking a taxi or Uber to AU. The Red Line on the Metro also goes near AU. It would be about 15-20 mins walk to the dorm, which is a lot with luggage. If using GPS, the address of American University is 4400 Massachusetts NW. A map of the university is attached at the end of this syllabus.

Students will be staying at Centennial Hall. Check in with the desk attendant at Centennial Hall upon arrival to get your room key.

4:00 pm Welcome and Orientation Meeting (Location TBD)

5:00-6:15 pm Dinner at American University

6:30 pm Group shuttle bus departs American University for evening tour

7:30-10:00 pm Washington DC “Monuments by Moonlight” Tour

Arrive for tour no later than 7:00 pm. The tour departs from Union Station (50 Massachusetts Ave NE).

Dress: Casual

10:00-10:30 pm Group shuttle bus will return to American University

Monday, May 16: Public Service Leadership in the 21st Century

Today's morning sessions will be held at Peck Madigan Jones (1300 Connecticut Avenue, NW, Sixth Floor, Washington, DC 20036)

Readings:

- TED Talk, Bono: The Good News on Poverty (Yes, there's good news), [https://www.ted.com/talks/bono_the_good_news_on_poverty_yes_there_s_good_news?language=en] (link on Blackboard)
- "Bono: I Will Follow," by Ellen McGirt. Fortune, April 1, 2016 (Blackboard)
- *The Road to Character*, by David Brooks: Review Chapter 2, "The Summoned Self" (Frances Perkins)
- Environmental Defense Fund (spend about 20-30 minutes browsing their website and reading some of their reports to get a sense of their work)
- *Jack: Straight from the Gut* (excerpt on Blackboard)
- Review Bios for today's speakers (found at the back of this syllabus)

7:00 am	Breakfast at American University
8:00 am	Group shuttle bus departs American University for Peck Madigan Jones
8:30-9:00 am	Welcome and Introductions
9:00-10:15 am	"Crisis Management and Leadership in Chaotic Times" <u>Speaker:</u> Honorable Janet Mullins Grissom
10:45-12:00	"How to Punch Through on Message, Helping Those Without a Constituency: The Poorest of the Poor" <u>Speaker:</u> Jackie Quinones, ONE Campaign (founded by Bono)
12:00-1:00 pm	Lunch
1:00-2:15 pm	"How Washington D.C. Really Works" <u>Speaker:</u> Honorable Patrick J. Griffin, PHD
2:30-3:00 pm	Group walks together to Environmental Defense Fund
3:00-4:45 pm	Visit to Environmental Defense Fund (1875 Connecticut Ave NW #600) "Finding Market-based Solutions to Environmental Problems" <u>Speaker:</u> Elizabeth B. Thompson, President
4:45 pm	Group shuttle bus will return to American University
5:00-6:30 pm	Dinner at American University

Tuesday, May 17: Leadership in a Globally Connected World

Today's morning sessions will be held at American University – Ward Circle Building, Classroom 102

Readings:

- *Lean In: For Graduates*, by Sheryl Sandberg (excerpt on Blackboard)
- *The Road to Character*, by David Brooks: Review Chapter 4, “Struggle” (Doris Day)
- Review Bios for today's speakers (found at the back of this syllabus)

7:00 am	Breakfast at American University
8:30-9:00	Welcome and Introductions
9:00-11:00	<p>Panel Discussion: “Women and Leadership in a Globally Connected World” Moderated by Gina Vetere, Of Counsel at Covington & Burling</p> <p><u>Speakers:</u> Anne Lucey, Senior Vice President for Regulatory Policy, CBS Mimi Braniff, Managing Director of Government Affairs, Delta Airlines Sarah Bovim Corporate Director, Whirlpool Corporation Meghan Simonds, Deputy Government Relations Director, U.S. Global Leadership Coalition</p>
11:00 am	Group shuttle bus departs American University for Peck Madigan Jones
11:45-1:15	<p>Luncheon: “Lessons Learned from a Lifetime in Leadership” <u>Speaker:</u> Tom Daffron, Chief Operating Officer, Jefferson Consulting. Former Chief of Staff to William S. Cohen, Former Chief Operating Office, Baltimore Orioles</p>
1:40 pm	Group shuttle bus departs Peck Madigan Jones for Embassy of New Zealand (37 Observatory Circle NW)
2:00-4:00	<p>Visit to Embassy of New Zealand <u>Host:</u> Phil Houlding, Trade and Economic Counsellor, Government of New Zealand</p>
4:00 pm	Group shuttle bus will return to American University
5:00-6:30 pm	Dinner at American University

Wednesday, May 18: Leadership in International Affairs

Today's morning sessions will be held at the offices of The Cohen Group [500 Eighth St. NW, Suite 200, Washington, DC 20004]

Readings:

- "A Conceptual Framework for Interpreting Human History," by Douglass North, John Wallis, and Barry Weingast (There are three book reviews for this book on Blackboard)
- *The Road to Character*, by David Brooks: Review Chapter 5, "Self Mastery" (George Marshall)
- "Abe's U.S. Visit and Security in Asia" (Audio link on Blackboard; 30 mins)
- Review Bios for today's speakers (found at the back of this syllabus)

7:00 am	Breakfast at American University
8:00 am	Group shuttle bus departs American University for The Cohen Group
8:30-9:00 am	Welcome and Introductions
9:00-10:15 am	Ambassador John K. Veroneau
10:30-11:45 am	Ambassador Marc Grossman
12:00-1:00 am	Luncheon: "A Lifetime of Public Service" <u>Speaker:</u> Secretary William S. Cohen, former U.S. Secretary of Defense, U.S. Senator from Maine, U.S. House of Representatives from Maine, Mayor of Bangor
1:00 pm	Group shuttle bus departs The Cohen Group for CSIS
1:30-3:30 pm	Visit to Center for Strategic and International Studies (CSIS), Abshire-Inamori Leadership Academy (1616 Rhode Island Ave NW) <u>Speakers:</u> Nahmyo Thomas, Executive Director Zack Cooper, Japan Chair
3:30 pm	Group shuttle bus departs CSIS for Ford's Theater
3:45-6:15 pm	Students will have this time to do some sightseeing and eat dinner. Dinner will be at own expense. If you are interested in touring Ford's Theater, you should purchase tickets in advance at www.fords.org . <u>It is important that you return to Ford's Theater by 6:15 pm.</u>

- 6:30-8:30 pm Walking Tour from Ford’s Theater: “History on Foot: Detective James McDevitt.” This walking tour retraces the events of the night of Abraham Lincoln’s assassination. It covers about 1.5 miles on foot. Please have appropriate footwear and an umbrella.
Dress: Comfortable walking shoes
- 8:30 pm Group shuttle bus will return to American University

Thursday, May 19: Overcoming Gridlock in Public Affairs

Today’s morning sessions will be held at the US Capitol.

First afternoon session will be held in S-120 in the Capitol. Room is reserved from 12:30 to 3:30. The Election session may be held at The Cohen Group.

Readings:

- “GOP rallies around court blockade.” *Politico*, by Burgess Everett (Blackboard)
- “For Merrick Garland and Republicans, a Tango of Praise and Rejection.” *The New York Times*, by Emmarie Huettman (Blackboard)
- “Thurgood Marshall” (profile on Blackboard)
- *Thurgood* (recommended movie about Thurgood Marshall)
- Review Bios for today’s speakers (found at the back of this syllabus)

- 7:00 am Breakfast at American University
- 8:00 am Group shuttle bus departs American University for the U.S. Capitol Visitors Center (First Street NE)
- 9:15 am Visit with Kay Rand, Chief of Staff to Senator Angus King (I-Maine)
- 10:00 am Visit with Senator Susan Collins (R-Maine)
- 10:30-11:45 am Tour of U.S. Capitol
- 11:45-12:15 Lunch at Dirksen Cafeteria. This will be at your own expense.
- 12:15 Walk as a group to Room S-120 U.S. Capitol
- 12:45-2:00 pm The Supreme Court and the Nomination of Merrick Garland (Room S-120, U.S. Capitol)
Speakers:
Jeffrey Peck, J.D., Former Chief Counsel to Senate Judiciary Committee
Thurgood Marshall Jr., J.D.

2:15-3:25 pm Capitol)	Beth Crowley, Deputy Director, Senate Press Gallery (Room S-120, U.S.
3:35 pm	Group shuttle departs U.S. Capitol Visitors Center for The Cohen Group
4:00-5:30	The 2016 Elections <u>Speaker/s:</u> J. Jonathon Jones, Former Chief of Staff to Senator Thomas Carper (D-DE) Jeffrey Shapiro, Former Chief of Staff to Representative Adrian Smith (R-NE) <u>Reading:</u> TBD
5:30 pm	Group shuttle bus will return to American University
6:00-6:30 pm	Dinner at American University

Friday, May 20: Leadership Challenges in the Mass Media and Technology

Readings:

- “The Liberal Hour,” by Robert Weisbrot and G. Calvin MacKenzie (excerpt on Blackboard)
- *Niche News* (excerpt on Blackboard)

7:00 am	Breakfast at American University
9:00 am	Group shuttle bus departs American University for CBS Washington Bureau
9:30-11:30 am	Visit to CBS Washington Bureau (2020 M St NW)
11:30 am	Group shuttle bus departs CBS Washington Bureau for Peck Madigan Jones
12:00-1:30 am	Luncheon: “The Civil Rights Movement and My Life of Public Service” Peck Madigan Jones (1300 Connecticut Ave. NW, Washington, DC) <u>Speaker:</u> Honorable Harold Ickes, Former Deputy Chief of Staff to the President
1:45 pm	Group shuttle bus departs Peck Madigan Jones for Microsoft Innovation Center
2:00-3:45 pm	Microsoft Innovation & Policy Center (901 K Street NW, Washington, DC) <u>Host:</u> Fred Humphries, Vice President for Government Affairs, Microsoft Corporation

- 3:45 pm Group shuttle bus will return to American University
- 5:15 pm Group shuttle bus departs American University for Madigan home
- 6:30-9:30 pm BBQ Dinner at the home of Peter and Megan Madigan
(903 Vicar Lane, Alexandria, VA)
Group shuttle bus will return to American University

Saturday, May 21: Lessons Learned About Leadership in Chaotic Times

Today's morning sessions will be held at American University – Ward Circle Building, Classroom 102.
Morning Breakfast at American University

Pack and prepare for departure

7:00-9:00 am Breakfast at American University

10:00-11:45 pm Lessons Learned: Roundtable discussion with students

Guests:

Honorable Lorne Craner, Co-Director, Transatlantic Renewal Initiative, George W. Bush Presidential Center

Daniel Churchill '63, Chairman of the Board, School of Policy and International Affairs (SPIA), University of Maine

William Danvers, Former Majority Staff Director, Senate Foreign Relations Committee

11:45-12:00 Closing Remarks and Adjourn

This concludes the course events. Students will check out of American University and depart via their own travel arrangements.

SPEAKER BIOS

(in alphabetical order by last name)

SARAH BOVIM

Sarah Bovim, Corporate Director for Government Relations and International Trade Policy, joined Whirlpool Corporation in July 2006. She heads Whirlpool's D.C. government relations office, focusing on Congressional and Administration affairs, most notably tax, trade, energy and environmental policy. Prior to joining Whirlpool, Ms. Bovim worked for the Office of the U.S. Trade Representative as Deputy Assistant USTR for Industry and Market Access, advising the USTR on industry issues and market access matters. Formerly of USTR's WTO Office, she joined the Office of Industry to coordinate U.S. industrial market access policy across bilateral, plurilateral and multilateral negotiations, including accessions to the WTO, the Doha Round, and free trade agreements. Before joining USTR, she worked as a special advisor to the Deputy Assistant Secretary for Textiles at the U.S. Department of Commerce. Prior to government she worked at the World Bank as a Research Economist for the West African region on financial and macroeconomic issues. Sarah graduated from American University in Washington, DC with a Masters degree in International Economic Policy and a Bachelors degree in International Affairs. She studied two years abroad at the Sorbonne and L'Institut des Etudes Politiques.

MIMI BRANIFF

Managing Director-Government Affairs, Delta

Joined Delta: September 2014

Area of Expertise: Energy, Fuel, Environment, Appropriations, Aviation

Delta Portfolio: Crude Oil Exports, Renewable Fuel Standard, FAA Reform, State Owned Enterprises

Experience: Prior to working at Delta, Mimi held various positions in both the government and private sector. Her experience includes serving as Special Counsel to the Senate Energy Committee, Full Committee Counsel to the Senate Appropriations Committee and Deputy Chief Counsel to the Senate Commerce Committee. In addition to holding the position of Vice President, Federal Government Affairs for NRG Energy; Mimi practiced law in California and Indiana, focusing on litigation.

Favorite quote heard on The Hill: "You can disagree, without being disagreeable."

I like representing Delta employees in government because: I like Delta's approach to government affairs- the government affairs team is a group of fierce advocates. The company takes the lead and advocates on issues that are important to the company, which makes every day an interesting one!

WILLIAM S. COHEN

Secretary of Defense (1997-2001)

Senator (1979-1997)

Congressman (1973-1979)

From his very first days in Washington, Secretary William Cohen was singled out as a future American leader. In 1974, during his very first term in Congress, TIME magazine named him as one of "America's 200 Future Leaders," and the following year the US Junior Chamber of Commerce named him one of the "Ten Outstanding Young Men in America."

This reflected, in part, the national prominence Secretary Cohen attained as a freshman Republican Congressman who was tasked by the House Judiciary Committee to build, on national television, the evidentiary base for impeachment of President Nixon -- and who then cast one of the critical votes to impeach. But it also reflected the recognition that the intellectual clout, integrity, independence, and public persuasiveness he demonstrated during the Watergate hearings portended a future without bounds on the national scene. Internationally, Secretary Cohen's reputation also took root as, despite the political risk it could entail for a freshman Congressman, he traveled to Thailand in 1974 to reassure a stalwart ally following the US military withdrawal from Vietnam. In the process, Secretary Cohen established relationships that have flourished there and elsewhere around the globe over the quarter century since.

In 1978, he was propelled into the Senate, defeating a highly respected incumbent. During his first weeks in the Senate, he was singled out to be chairman of two powerful subcommittees, the Armed Services Committee's Seapower and Force Projection Subcommittee and the Governmental Affairs Committee's Government Oversight Subcommittee. The former was responsible for tens of billions of acquisition dollars for naval vessels and long-range transport aircraft, as well as US security policy in East Asia, the Middle East and the Persian Gulf. The latter was responsible for reforming the procurement process for the entire Federal Government. As Chairman of the Senate Committee on Aging, Secretary Cohen led efforts to improve the efficiency of Medicare and other health care programs and was a central player in the health care reform debates of the 1990s. Secretary Cohen also was a member of the Select Committee on Intelligence for a decade, serving half that time as Vice Chairman, overseeing a large budget involving some of the Nation's most advanced technology. His experience and expertise led to his selection to serve on the "Iran-Contra Committee." His sustained leadership on environmental issues gave him the distinction of being the only Republican Senator endorsed by the League of Conservation Voters re-election after re-election, while his efforts on behalf of small business and early leadership in reversing federal deficits won him awards from the National Federation of Independent Businessmen and the National Taxpayers Union.

Secretary Cohen's international expertise was recognized by his selection to the Board of Directors of the Council on Foreign Relations from 1989 to 1997, whose Middle East Study Group he chaired. He

has chaired and served on numerous other study groups and committees at the Center for Strategic and International Studies, the School for Advanced International Studies, and the Brookings Institute. He established and led US delegations to the annual Pacific Dialogue in Kuala Lumpur, as well as the American-Arab Dialogue in Cairo, both regional conferences on economic and security issues. Beginning in 1985, he led the US delegation of senior Executive Branch officials and Members of Congress to the annual Munich Conference on Security Policy, which brings together senior government and industrial officials from throughout Europe and Asia.

Secretary Cohen's service in the House and Senate was marked by electoral success, as well. He was undefeated in six consecutive Maine elections, winning each by wide margins. In 1996, again expected to easily defeat whomever would be nominated to challenge him, Secretary Cohen stunned Maine and Washington by announcing he would not seek re-election. Frustrated with partisan gridlock, Secretary Cohen announced he would return to private life to promote international business and, through his writings and the media, a more thoughtful public discourse on national political issues. He also launched the William S. Cohen Center for International Policy and Commerce at the University of Maine.

President Clinton changed these plans, however, when he asked Secretary Cohen to lead the Department of Defense, the first time in modern US history when a President has chosen an elected official from the other party to be a member of his cabinet. At his January 1997 confirmation hearing, Secretary Cohen set forth his prioritized objectives as Secretary and completed his tenure having accomplished them all. Reversing a steady decline in defense budgets that began in the 1980s, Secretary Cohen succeeded in modernizing the military and maintaining its readiness to fight; reversing recruitment and retention problems by enhancing pay and other benefits; and strengthening security relationships with countries around the world in order to reorient them from the Cold War to the challenges of a new era. Under his leadership, the US military conducted the largest air warfare campaign since World War II, in Serbia and Kosovo, and conducted other military operations on every continent. During his tenure, Secretary Cohen held substantive meetings with foreign leaders in over 60 countries.

A published author of thirteen works of nonfiction, fiction, and poetry; a futurist with degrees in classical Latin and Greek literature; the son of a working-class family who rose to the highest levels in government, it was natural for the Christian Science Monitor to call him "a true Renaissance Man." He is also an accomplished athlete and was named to the Maine all-state high school and college basketball teams, and, while at Bowdoin, he was inducted into the New England All-Star Hall of Fame. In 1987, he was named by the National Association of Basketball Coaches to the Silver Anniversary All Star Team, and in 2001, the NCAA presented him with its Theodore Roosevelt Award. Secretary Cohen is currently a member of the Board of Directors of CBS Corporation. He is also a World Affairs Contributor for Bloomberg Television providing analysis and commentary on major domestic and international news stories.

After 31 years of public service, Secretary Cohen leaves behind a record of unparalleled accomplishment, integrity, and respect, and takes with him unrivaled knowledge, reputation, and relationships, across America and around the globe.

ZACK COOPER

Zack Cooper is a fellow with the Japan Chair at the Center for Strategic and International Studies (CSIS), where he focuses on Asian security issues. Prior to joining CSIS, Mr. Cooper worked as a research fellow at the Center for Strategic and Budgetary Assessments. He previously served on the White House staff as assistant to the deputy national security adviser for combating terrorism. He also worked as a civil servant in the Pentagon, first as a foreign affairs specialist and then as a special assistant to the principal deputy under secretary of defense for policy. Mr. Cooper received a B.A. from Stanford University and an M.P.A. and M.A. from Princeton University, where he is a doctoral candidate in security studies.

TOM DAFFRON

Tom Daffron oversees Jefferson's administrative and financial functions as well as the day-to-day operations of the firm. He also applies his extensive media and political experience to help Jefferson clients attain their business objectives.

Prior to joining Jefferson Consulting Group as Chief Operating Officer, Mr. Daffron held a wide variety of senior management positions in government and the private sector. Immediately prior to his appointment at Jefferson, he was Chief of Staff to Senator Lisa Murkowski of Alaska. He previously was Chief of Staff to two other Senators, Fred Thompson of Tennessee and William Cohen of Maine, and a speechwriter for Senator Charles Percy of Illinois. In 1999, he was the National Campaign Manager for the presidential campaign of Elizabeth Dole, the first woman to mount a serious effort to win a major party presidential nomination.

At the end of the Dole campaign and prior to his return to Capitol Hill, Mr. Daffron became Executive Vice President of Chesapeake Enterprises, a government relations consulting firm in Washington. Earlier in his career, he was a newspaper reporter and editorial writer, a University public relations executive, a Government Relations Director for a major corporation, and Senior Vice President and Chief Operating Officer for the Baltimore Orioles.

Since the early 1970s, he has managed or consulted in a variety of state and federal political campaigns, including those of Senators Thompson, Cohen and Percy, as well as Senator Susan Collins of Maine.

He has served in the Peace Corps, and was selected for an American Political Science Association Congressional Fellowship, which brought him to Washington, and a Stennis Fellowship, awarded to mid-career congressional staffers.

Mr. Daffron holds a master's degree from Columbia University and an undergraduate degree from Brown University.

PATRICK J. GRIFFIN

Patrick Griffin is a partner in GriffinWilliams LLC, a management consulting firm that helps public and private sector clients navigate developmental transitions, organizational crisis and political challenges. He has an in-depth understanding of how Washington makes policy and how to tailor internal strategies to maximize a client's business objectives. Mr. Griffin has 30 years of experience on Capitol Hill, in the White House and in the private sector.

Mr. Griffin's public sector career has included serving as a top advisor to the President of the United States and to two Senate Democratic leaders. His private

sector career spans 20 years, during which he has develop internal and external organizational strategies to help clients execute and achieve their strategic objectives.

During the Clinton Administration, Mr. Griffin was appointed Assistant to the President for Legislative Affairs. In this capacity, Mr. Griffin worked directly with the President, Cabinet Members and other Senior Officials in the Administration, as well as with Leadership in both the United States Senate and House of Representatives advising them on legislative initiatives, policy issues, treaty negotiations and confirmation hearings.

Mr. Griffin has served as Senior Policy Advisor to two Senate Democratic Leaders, Senator Robert C. Byrd (D-WV) and Senator Tom Daschle (D-SD). Mr. Griffin was responsible for advising the Democratic Leadership and Caucus on policy and floor strategy. He also served as Secretary for the Democrats in the Senate, where he was the only Democratic elected officer of the Senate.

Prior to co-founding his current company, Mr. Griffin founded the government relations firm of Griffin Johnson, Madigan, and Peck. He spent more than 20 years building organizational capacity, designing political positioning strategies and achieving legislative results for Fortune 500 companies, non-profit associations, state and local municipalities as well as educational institutions. Before starting his own firm, he was Senior Vice President and Managing Director for the Government Relations Division of Burson-Marsteller.

Mr. Griffin is the Academic Director for the Public Affairs and Advocacy Institute in the School of Government at American University. He also serves as a Director on the Board of the National Democratic Institute. Before coming to Washington, Mr. Griffin was an Assistant Professor at the University of Wisconsin – Milwaukee. Mr. Griffin's education background includes a Ph.D. in Education, as well as Master's and Bachelor's degrees in Urban Affairs and Policy.

JANET MULLINS GRISSOM

Janet Mullins Grissom has a wealth of experience in policy, politics, corporate government relations, crisis management and public affairs. She has held senior positions in the Executive Branch, the Congress and the White House, as well as in a Fortune 50 company. Ms. Grissom's political experience includes senior roles in both presidential and senatorial campaigns.

Since joining Peck Madigan Jones, Janet earned particular recognition for her role as strategist for Mattel during the lead paint crisis, as an advisor to a major financial services client under investigation by Congress and for standing up and managing a successful financial services coalition to fend off burdensome legislation.

Janet joined Peck Madigan Jones after serving as Corporate Vice President and head of government affairs for Ford Motor Company, where she led industry efforts on environmental and safety issues, taxes and trade, financial services, health care and energy matters. She co-chaired the industry task force that engineered the successful merger of rival auto trade associations and later chaired the Executive Committee of the Alliance of Automobile Manufacturers. She was the architect of Ford's federal crisis management plan during the Firestone tire investigation.

Prior to her service at Ford Motor Company, Janet served as Assistant Secretary for Legislative Affairs at the Department of State, where she was the chief legislative strategist for Secretary James A. Baker, III. Janet was later appointed by President George H. W. Bush to be Assistant to the President for Political Affairs. In this capacity, she served as the liaison between Congress, the White House and the Administration for policy and political initiatives.

Janet's political experience includes serving as Political Director for the 1988 Bush for President Campaign, where she directed the national field organization in all 50 states and later directed the media strategy for the campaign. She also served as a strategist for the '92 Bush campaign from her position as White House Political Director.

Janet served as Campaign Manager for Senator Mitch McConnell's (R-KY) first U.S. Senate campaign. Senate Republican Leader McConnell was the only challenger to defeat an incumbent that election year, and he was the first Republican elected statewide in Kentucky in 20 years. Janet then served as Senator McConnell's first Chief of Staff. She began her career in politics as Chief of Staff for Senator Bob Packwood (R-OR), and was the first woman to serve as Chief of Staff for two different United States Senators.

Janet is a Member of the board of the International Republican Institute (National Endowment for Democracy). She is a member of the Council on Foreign Relations, and the Business-Government Relations Council. Janet attended graduate school at American University and earned a Bachelor of Arts with honors from the University of Louisville.

MARC GROSSMAN

US Special Representative for Afghanistan and Pakistan (2011-2012)
Under Secretary of State for Political Affairs (2001-2005)
Assistant Secretary of State for European Affairs (1997-2000)
US Ambassador to Turkey (1994-1997)

Ambassador Marc Grossman served as the Under Secretary of State for Political Affairs, the State Department's third ranking official, until his retirement in 2005 after 29 years in the US Foreign Service. As Under Secretary, he helped marshal diplomatic support for the international response to the attacks of September 11, 2001. He also managed US policies in the Balkans and Colombia and promoted a key expansion of the NATO alliance. As Assistant Secretary for European Affairs, he helped direct NATO's military campaign in Kosovo and an earlier round of NATO expansion. Ambassador Grossman was the US Ambassador to Turkey 1994 – 1997.

Ambassador Grossman was a Vice Chairman of The Cohen Group from July 2005 to February 2011. In February, 2011 President Obama and Secretary of State Clinton called Ambassador Grossman back to service as the US Special Representative for Afghanistan and Pakistan. Ambassador Grossman promoted the international effort to support Afghanistan by shaping major international meetings in Istanbul, Bonn, Chicago and Tokyo. He provided US backing for an Afghan peace process designed to end thirty years of conflict and played an important part in restoring US ties with Pakistan. He returned to The Cohen Group in February, 2013.

Ambassador Grossman is Chairman of the Board of the Senior Living Foundation of the Foreign Service. He is a Trustee of the German Marshall Fund of the United States, the UC Santa Barbara Foundation, and Robert College of Istanbul. Ambassador Grossman is Vice Chair of the American Academy of Diplomacy. In 2013, Ambassador Grossman was Kissinger Senior Fellow at the Johnson Center for the Study of American Diplomacy at Yale University.

Raised in Los Angeles, California, Ambassador Grossman has a BA in Political Science from the University of California, Santa Barbara and an MSc in International Relations from the London School of Economics and Political Science.

PHILIP HOULDING

Philip Houlding took up the position of Trade and Economic Counsellor in the New Zealand Embassy in January 2015. He is responsible for leading the Embassy's advocacy efforts in Washington on trade and economic issues.

Prior to taking up his assignment in Washington, Philip was the Trade and Economic Manager for the Meat Industry Association of New Zealand, representing processors and exporters of beef and lamb with a particular focus on political advocacy and market access. Before that, Philip spent 8 years with

the Ministry of Foreign Affairs and Trade, principally working on trade policy, including leading market access negotiations in trade negotiations with Korea, India and in the Regional Comprehensive Economic Partnership (RCEP). He has had other roles in the Ministry's Economic and APEC divisions. Offshore, Philip was posted to the New Zealand Embassy in Jakarta, Indonesia for three years, where he led work on trade and environmental policy, including Indonesia's ratification of the ASEAN/Australia/New Zealand free trade agreement.

Philip holds a First Class Master's degree in English literature, a BA in German and a BSc. in Applied Mathematics from the University of Auckland.

HAROLD ICKES

Harold Ickes worked for civil rights in Mississippi during 1964 and Louisiana during 1965. He has been active as a Presidential advisor, labor lawyer, political strategist and manager of numerous political campaigns, and federal lobbyist.

His first presidential campaign was as co-manager of Senator Eugene McCarthy's 1968 New York presidential primary campaign. He has been involved with presidential nominating and general election campaigns every cycle since, including managing the Rules Committee and floor of the Democratic National Convention for Senator Edward Kennedy's 1980 run; likewise for Jesse Jackson's 1988 bid; managing Bill Clinton's 1992 winning New York presidential primary; and as Senior Advisor, on a day-to-day basis, in Hillary Clinton's 2008 presidential primary campaign.

Harold was day-to-day senior advisor to Hillary Clinton's winning 2000 New York Senate campaign and her 2006 re-election campaign. He was co-manager of Basil Paterson's historic and winning 1970 Democratic primary campaign for Lt. Governor of New York, and he was a day-to-day senior advisor to David Dinkins' 1987 historic, winning campaign to become the first Black mayor of New York City. He managed the 1992 Democratic National Convention for Clinton/Gore, widely considered the most successful Democratic National Convention in decades, and the 1996 Democratic National Convention.

Prior to forming The Ickes & Enright Group, a federal affairs consulting firm, with his partner, Janice Ann Enright, in January 1997, Harold served as Assistant to the President and Deputy Chief of Staff to President William J. Clinton from January 1994 through January 1997. He also oversaw the President's successful 1996 re-election campaign — the first incumbent Democratic president re-elected since FDR.

Harold has been a member of the Democratic National Committee since 1988.

By appointment of President Clinton, Harold served as Director of Summit Affairs for the 1997 Denver Summit of the Eight, the meeting of the heads of state of eight of the world's leading economic nations, formerly known as the "G7 Economic Summit."

In 2005, Harold organized Catalist, LLC, a national voter database that includes every registered voter in the country as well as virtually every individual of voting age but not registered, which provides high quality data and modeling capacity to Democrats and progressive organizations. From 1977 through 1993, Harold practiced law in the New York law firm Meyer Suozzi English & Klein, PC, representing labor unions and their members. As a partner in the firm, he continues to co-chair its Labor and Government Relations Departments.

Mr. Ickes graduated with distinction from Stanford University with a BA in Economics in 1964 and received his JD degree from Columbia University School of Law.

J. JONATHON JONES

Jonathon Jones is a leading democratic strategist working principally with Senate moderates. A partner at Peck Madigan Jones since 2010, he works on a wide range of client matters including health care, energy and environment, international trade and financial services, including implementation of the Affordable Care Act (ACA), and the Dodd-Frank Wall Street Reform and Consumer Protection Act. Jonathon recently helped lead an effort to enact legislation that would return billions of dollars in federal fines to the Gulf Coast states affected by the BP oil spill. He also worked to secure passage of the Colombia Free Trade agreement, Permanent Trade Relations with Russia and most recently, Trade Promotion Authority (TPA).

Jonathon joined the firm in 2007 after a distinguished career of public service. He has worked closely with Senator Tom Carper (D-DE), serving as his Chief of Staff from 2000 to 2007. Jonathon has extensive experience in political campaigns, serving on the national fundraising staff for Carper's 2000 Senate campaign and overseeing his re-election campaign in 2006. He has been an influential leader of several major Democratic policy and political organizations. For example, Jonathon helped create, launch and grow Third Way, a new moderate policy think tank for Senate Democrats, whose Senate Co-Chairs include Senators Carper, Mark Udall (D-CO), Kay Hagan (D-NC), Claire McCaskill (D-MO), Jeanne Shaheen (D-NH) and Chris Coons (D-DE). He joined with a small group of former Senate Chiefs of Staff to form the Senate Moderates PAC, known as the "Mod Squad." During the last four election cycles, the Mod Squad has raised more than \$3 million dollars to support the election of moderate Senate candidates.

Between 1993 and 1995, Jonathon was the Deputy Director of then Governor Carper's Washington, DC office, after which he became Governor Carper's Federal Policy Advisor. While Tom Carper was Chairman of the National Governors Association (NGA), Jonathon led the staff, directed and shaped policy development and led efforts to implement NGA policy. Indeed, during his tenure, the NGA was named the 12th most-powerful lobbying organization by Fortune magazine, the highest such ranking the NGA has ever received.

Jonathon received his Bachelors of Science in Economics from Tulane University. He is married and has three children.

ANNE LUCEY

Anne Lucey was named Senior Vice President for Regulatory Policy in June 2005 for CBS. She is responsible for managing regulatory issues pursuant to CBS's broadcast businesses.

Anne Lucey became Viacom's Vice President of Regulatory Affairs in 1998. Her primary focus has been on regulatory issues before various agencies and departments, especially the Federal Communications Commission, as well as trade and other international matters. Ms. Lucey joined Viacom in June 1996 as Counsel, Regulatory Affairs in the New York law department where she was responsible for all facets of FCC compliance for Viacom's television and radio stations.

Prior to joining Viacom, Ms. Lucey was an attorney advisor in the Video Services Division of the Mass Media Bureau at the FCC since 1991. In that capacity, she worked on assignments and transfers of television stations and was assigned to several media merger cases. During law school Ms. Lucey was a Barney Kilgore First Amendment Intern for the Society of Professional Journalists and a legal intern at the National Association of Broadcasters.

Ms. Lucey received a J.D. cum laude and a B.A. cum laude in Journalism from the University of Maine. She also did graduate work in Middle East Studies at The George Washington University.

THURGOOD MARSHALL JR.

Thurgood served in each branch of the federal government. He was a member of the White House senior staff in the Clinton Administration, holding the position of assistant to the President and Cabinet Secretary from 1997 to 2001. In that position, he was President Clinton's liaison to the executive branch agencies. He was a member of the President's Management Council and the Continuity in Government team and he directed White House responses to natural disasters and transportation emergencies, including commercial aircraft crashes. Thurgood co-chaired the White House Olympic Task Force and coordinated the involvement of the federal government in the preparations for the 2002 Salt Lake Winter Olympic and Paralympic Games.

Prior to his appointment as Cabinet Secretary, Thurgood was director of legislative affairs and deputy counsel to Vice President Al Gore. He held a position on the Senate leadership staff and played a leading role on a wide range of legislative priorities throughout the first term of the Clinton Administration. Before that, he was counsel to the Senate Judiciary Committee and the Committee on Commerce, Science & Transportation, as well as the Governmental Affairs Committee. He worked on legislative initiatives ranging from antitrust, criminal procedure, corporate crime, insurance, intellectual property, and telecommunications, to consumer protection, transportation safety, and product liability.

Thurgood began his legal career as a law clerk to US District Judge Barrington D. Parker of the US District Court for the District of Columbia, working on a full docket of cases, including *United States v. B&O Railroad* and *United States v. Hinckley*.

Thurgood has held senior positions on a number of political campaigns, including the Clinton-Gore campaigns in 1992 and 1996, and the 1988 Gore for President campaign. Thurgood was a

Democratic Convention delegate representing Virginia in 1996 and served on the Rules Committee during the 2004 Democratic Convention.

He serves on the boards of Corrections Corporation of America, Genesco, Third Way, the Ethics Resource Center, the National Women's Law Center, and the Ford Foundation. He has been a member of the Ethics Committee of the United States Olympic Committee since 2001. He was appointed by President George W. Bush on the recommendation of Senator Harry Reid to serve as a member of the board of governors of the United States Postal Service, where he served as chairman prior to completing his term of service in 2012. He is a former board member of the National Fish & Wildlife Foundation.

Prior to joining Morgan Lewis, Thurgood was a partner in the corporate practice of another international law firm, where he was also a principal in the firm's consulting arm.

JEFFREY PECK

Described by *The Hill* as "The Guy Who Knows How to Get You to 60" because he "can round up centrist Democrats in the Senate," Jeff Peck has been the lead strategist for a diverse range of major issue advocacy campaigns. He joined Peck Madigan Jones in May 2001, and has been Chairman of the Tiber Creek Group for the past several years. *The Hill* has named Peck as one of the "Top Lobbyists" in Washington every year since 2007.

Between 1987 and 1992, Jeff served as General Counsel and then Majority Staff Director of the Senate Judiciary Committee, chaired during this period by then Senator Joseph R. Biden, Jr. (D-DE). During his tenure at the Judiciary Committee, he played a leading role on four Supreme Court nominations (Bork, Kennedy, Souter and Thomas), proposed constitutional amendments to ban flag burning, the Civil Justice Reform Act of 1990 and a number of intellectual property and antitrust issues.

Described by one leading Washington publication as a "financial services guru," Peck leads PMJ's financial services and capital markets practice, running the client service teams for such diverse clients as the Midsize Bank Coalition of America, Deloitte, USAA, MasterCard and the American Institute of Certified Public Accountants. In addition, he is the chief Democratic lobbyist for the U.S. Chamber of Commerce's Center for Capital Markets Competitiveness and for Business Roundtable on financial services and corporate governance issues. Since 2006, Jeff has also advised the Committee on Capital Markets Regulation, led by Harvard Law School Professor Hal Scott.

Jeff has played a major role on several legal reform initiatives, including the Private Securities Litigation Reform Act, the Securities Litigation Uniform Standards Act and the Class Action Fairness Act. In each case, he was the lead Democratic lobbyist responsible for building Senate Democrat support.

A profile about Jeff in *The Hill* observed: "In a narrowly divided Senate, where just a few votes can mean the difference between a White House signing ceremony or a return to the drawing board, a lobbyist like Peck, who can wrap up those last votes, is perhaps the most valuable member of a

lobbying team.” The profile went on to say that “Peck’s effectiveness goes beyond mere experience and has to do with the issues and the trust he maintains among both Democrats and Republicans.”

Jeff also works on a range of antitrust and technology matters, including several high-profile mergers, cybersecurity and online piracy.

Between 1993 and 2000, Jeff was the Managing Partner for Government and Regulatory Affairs for Andersen Worldwide (the parent company of Arthur Andersen and Andersen Consulting). In that capacity, he managed a range of legislative and regulatory initiatives on behalf of the accounting profession.

Jeff is the author of numerous articles and has been quoted in more than 175 news articles and publications including USA Today, The New York Times, The Wall Street Journal, The Financial Times, The Washington Post, The Los Angeles Times, The San Jose Mercury News, The Houston Chronicle, Reuters, Bloomberg, The San Francisco Chronicle, CFO Magazine and Fortune Magazine. Jeff is a graduate of Duke University and the University of Chicago Law School. He is also a Senior Lecturing Fellow at Duke University School of Law, where he teaches a course on Federal Policy Making.

JAQUELINE QUINONES

Jacqueline joined ONE in April 2015 as the Assistant Director of Government Relations. She is now the acting Director of Government Relations, and helps ONE’s U.S. members to engage Congress and the Obama Administration on issues related to extreme poverty, particularly when it comes to HIV/AIDS, energy access, and agricultural capacity.

Prior to ONE, she spent five and a half years as a Professional Staff Member on the Foreign Affairs Committee in the House of Representatives covering the sub-Saharan Africa and UN Peacekeeping portfolios.

While on the Committee, Jackie advised Members of Congress on issues relating to U.S. foreign assistance, policy towards sub-Saharan Africa, and U.S. engagement at the UN. She helped to write several pieces of legislation, including the Electrify Africa Act. She also organized many Congressional hearings and travelled extensively to Africa.

Jackie is from Colorado, went to the University of Chicago, and has lived in Berlin, Germany and Bologna, Italy. She received her Master’s degree from the Johns Hopkins School of Advanced International Studies and has worked at the State Department, in Senator Richard Durbin’s district office, and at the Scowcroft Group.

JEFFREY A. SHAPIRO

Jeff Shapiro joined Peck Madigan Jones following a lengthy tenure as Chief of Staff to Rep. Adrian Smith (R-NE), a senior member of the House Ways and Means Committee. He brings nearly two decades of political and public policy experience to the firm, having previously worked on and run campaigns at the local and federal level as well as served on Capitol Hill for a former subcommittee chair of the House Energy and Commerce Committee. In addition to his experience in public policy, strategic communications, legislative strategy, and relationship building, Jeff helps lead TiberCom, a full service new media and public affairs strategy integration firm utilizing survey methodology, messaging platforms, and advocacy tools to reach voters and influence stakeholders.

Jeff's reputation as a skilled political professional is valued by Members and staff for Republicans and Democrats alike. During his tenure on Capitol Hill, Jeff's command of the operational dynamics and inner workings of congressional offices was recognized by House Republican Leadership, who tasked him with transitioning into office several Members of Congress following special elections, as well as contributing to *Hitting the Ground Running*, a publication designed to familiarize incoming House Republican freshmen with Capitol Hill, office management, and the legislative process.

Jeff previously served as Washington Representative for General Mills, during which time he served on a number of Executive Branch advisory committees, helped guide the company's political action committee, implemented legislative strategy, and coordinated with industry stakeholders and allied groups.

Jeff has served as an adjunct professor at The George Washington University and is a frequent lecturer for Georgetown University's Semester in Washington Program, discussing congressional operations and legislative processes. He regularly volunteers his time and expertise to advise numerous federal, state, and local campaigns. Jeff and his family reside in Washington, DC.

MEGHAN SIMONDS

Meghan Simonds serves as the U.S. Global Leadership Coalition's (USGLC) Deputy Director of Government Relations where she helps oversee the coalition's engagement with Capitol Hill and other key policymakers in Washington, D.C. and around the country. United around elevating strategic investments in diplomacy and development alongside defense in order to build a better, safer world, USGLC's national coalition of more than 400 businesses and NGOs includes AIPAC, Boeing, Caterpillar, Catholic Relief Services, Coca-Cola, Lockheed Martin, Save the Children, the U.S. Chamber of Commerce, Walmart, and World Vision. Prior to joining USGLC in 2010, Meghan served four years on the staff of U.S. Senator Susan Collins (R-ME). Meghan served as Senator Collins' Legislative Assistant for foreign affairs, transportation, and housing issues. Prior to that, Meghan served as Senator Collins' Legislative Correspondent for foreign affairs, defense, and veterans affairs. She graduated summa cum laude and with high honors with a Bachelor's degree in Political Science from the University of Maine in Orono.

NAHMYO THOMAS

Nahmyo Thomas is director of executive education and the Abshire-Inamori Leadership Academy at CSIS, where she focuses on developing corporate executive education programs, leadership trainings, and foreign policy seminars for diplomats, federal agencies, and mid-career professionals. She also oversees CSIS's internal leadership programs for young professionals and aspiring students. Ms. Thomas previously served as CSIS's deputy director for external relations, where she was responsible for overseeing the Center's strategic partnerships with Congress, press, the diplomatic corps, and outside interest groups, as well as implementing the Center's marketing and communication strategies through a variety of traditional, social, and multimedia tools, written products, briefings, and public event series. Before that, she served as CSIS's assistant director for congressional relations, managing the Center's bipartisan outreach efforts to key congressional committees, leadership, and personal offices with a mission to build consensus and to assist policymakers in understanding pressing national security challenges. Prior to joining CSIS, Ms. Thomas spent two years on Capitol Hill covering veteran's affairs, education policy, human trafficking, and immigration issues for Representative Jackie Speier from California. Ms. Thomas holds a B.A. in global studies from the University of California, Santa Barbara, and an M.Sc. in political science, conflict resolution, and governance from the University of Amsterdam.

GINA VETERE

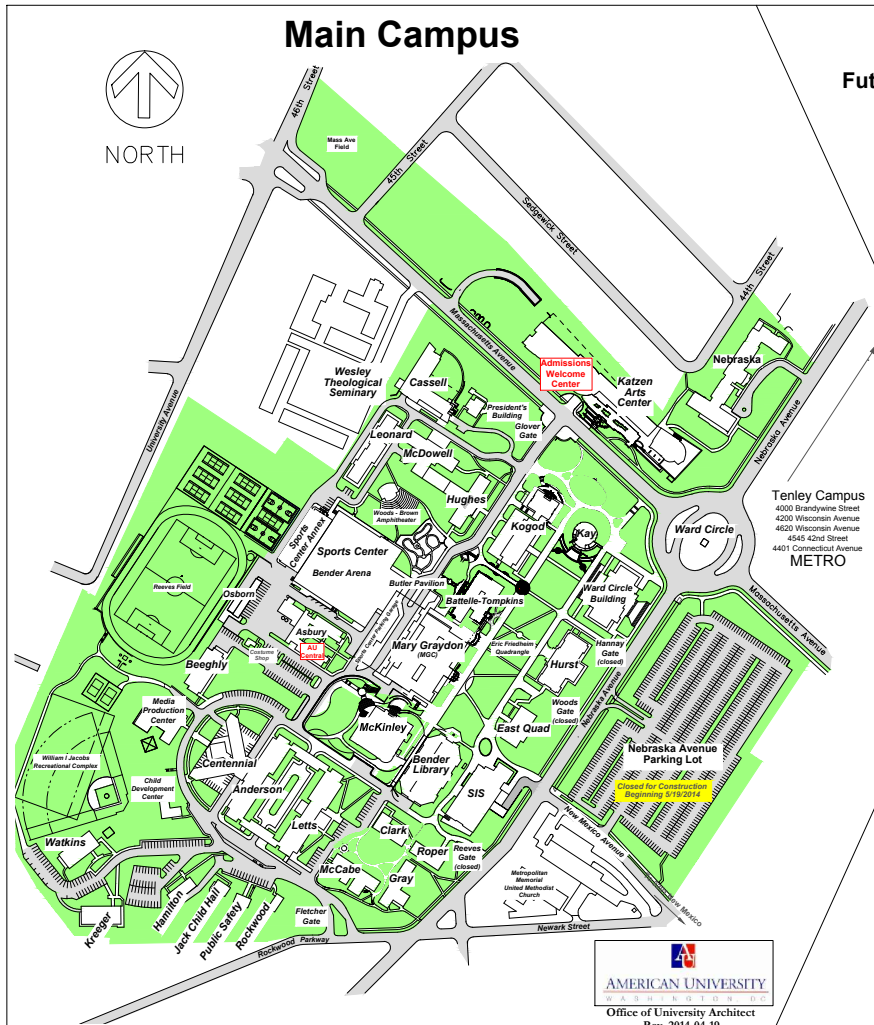
Gina Vetere is Of Counsel in the Washington, DC office of Covington & Burling. A member of the firm's International Trade and Government Affairs practice groups, Gina provides clients public policy and legal counsel on international trade and intellectual property (IP) challenges affecting their businesses in foreign markets. She also develops comprehensive strategies to address regulatory, policy and other global business challenges for leading trade associations, coalitions and companies in the life sciences, content, technology, telecommunications and consumer goods industries.

Gina previously led the Global Intellectual Property Center's (GIPC) international IP programs at the US Chamber of Commerce. Prior to that, she served as Director for IP and Innovation and as Senior Policy Advisor to the Deputy United States Trade Representative (USTR) at USTR.

Earlier in her career, Gina managed international development programs, including for the Organization for Security and Cooperation in Europe's Mission in Bosnia-Herzegovina and the National Democratic Institute for International Affairs.

She received her law degree from the University of Virginia School of Law and her undergraduate degree from Dartmouth College. Gina lives in Virginia with her husband and two children.

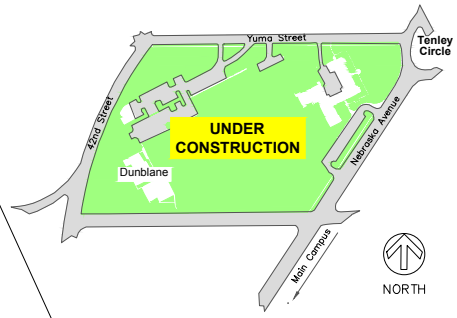
Main Campus



AMERICAN UNIVERSITY
 Office of University Architect
 Rev. 2014-04-19

Tenley Campus

Future Home of Washington College of Law



Tenley Campus
 4000 Brandyswne Street
 4200 Wisconsin Avenue
 4520 Wisconsin Avenue
 4545 42nd Street
 4401 Connecticut Avenue
METRO

Vicinity Map

