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EXECUTIVE SUMMARY

Public policy professional with nearly 18 years of federal government experience developing, collaborating on, and managing highly visible trade and economic priorities, including 14 years of experience gained across Democratic and Republican Administrations from within the Executive Office of the President (EOP), reaching the rank of Acting Assistant Secretary equivalent. Experienced U.S. government tariff and trade negotiator with strong record of using strategic thinking and creativity to achieve results in high-pressure and high-stakes domestic and international environments. Routinely worked with and on behalf of senior Administration officials to develop and communicate complex policy matters to a range of internal and external audiences orally and in writing, including presenting and defending policy positions and priorities to Congressional staff, the National Economic Council (NEC), the National Security Council (NSC), foreign governments, industry, and civil society stakeholders. Highly skilled at U.S. government internal and interagency coordination, collaboration and crisis management in order to make policy and problem solve. Led the interagency development, coordination, and implementation of international trade-related policy priorities related to the World Trade Organization (WTO), Organization of Economic Cooperation and Development (OECD), G20, G7, and United Nations (UN). Managed 14 employees, most of whom were GS-15s, and tracked the office travel budget. TS/SCI security clearance.

EXPERIENCE

Facebook, Washington, DC

Policy Manager, E-Commerce August 2020 to current

- Develops and manages internal networks in order to collaborate and achieve company-wide goals on e-commerce policy, both in the United States and internationally.
- Managed the relationship with an external think tank regarding Schrems II issues. Initiated, planned and executed the contracting of three research projects with this think tank, valued at nearly \$1.5 million total.
- Advises and provides new insights to senior Facebook officials on international trade issues, including as related to data localization, various bilateral market access issues and the implications of tariffs and taxes.
- Crafts Facebook's positions on U.S. regulatory and legislative proposals regarding e-commerce that are sensitive to internal and external political pressures. Socializes those positions with internal and external audiences.
- Coordinates and drafts submissions to the U.S. government on Facebook's anti-counterfeiting efforts. Successfully persuaded U.S. government staff not to include Facebook in the 2020 USTR Notorious Markets Report.

(NOTE: I am NOT a registered lobbyist.)

Executive Office of the President, Office of the United States Trade Representative (USTR), Washington, DC

Deputy Assistant United States Trade Representative for WTO and Multilateral Affairs April 2014 – August 2020

- Served as the only deputy in USTR's Office of WTO and Multilateral Affairs (WAMA), which coordinates and oversees U.S. multilateral trade policy in economic fora, including the WTO, OECD, G20, G7, and United Nations. Charged in this capacity with creating, defending and maintaining consistency of U.S. government positions across these fora and providing advice and counsel to the United States Trade Representative, a Cabinet level official, his deputies, and other senior officials.
- On a daily basis and often under significant time constraints, provided fact-based, politically sensitive trade policy analysis, guidance and talking points on a range of trade issues to senior staff, including the USTR, White House (NEC and NSC) and other Cabinet officials. Took pride in ensuring that senior officials were prepared and aware of key data points critical to their decision making, and often before their colleagues or negotiating partners.
- Successfully navigated a highly challenging global political and policy environment in an attempt to steer the WTO, which governs international trade, toward a more productive future; was involved, at least in some way, in nearly all aspects of the United States' relationship with the WTO and its 164-country Membership. Led the interagency process to choose the next WTO Director General as well as U.S. government participation in multiple WTO Committees, including the WTO General Council and Council for Trade in Goods. Specialized in the importance of maintaining thoughtful and consistent policy positions on systemic issues that could affect numerous, diverse stakeholders.
- Spontaneously proposed to U.S. Trade Representative Robert Lighthizer, a Cabinet level official, the idea of using the March 2019 state visit of President Bolsonaro to push Brazil to forgo special and differential (S&D) treatment in current and future WTO negotiations, and drafted the commitment language that appeared in the joint U.S.-Brazil presidential statement. A Deputy USTR described the Brazil commitment as the one successful example of WTO reform so far. Successfully secured the same written commitment from South Korea, following one-on-one meetings in Washington with senior South Korean trade ministry officials. Singapore and Costa Rica have since made the same commitment.
- Acted as the lead USTR coordinator for WTO trade negotiations regarding Brexit, distilling highly complicated details into concise briefings for senior U.S. Administration officials and Congressional staffs. Liaised and negotiated directly with UK and EU government officials to ensure that the interests of U.S. stakeholders are preserved.
- Counseled internally, domestically, and internationally for the importance of full implementation of WTO rules. Diligently advocated these positions to the benefit of the United States in numerous international negotiations. Maintained awareness of domestic enforcement tools when WTO tools are insufficient. Coordinated WTO enforcement actions when necessary.
- Strong advocate for changing the aspects of the U.S. tariff schedule that discriminate against lower- and middle-income American families. Counseled and educated the USTR, USTR General Counsel, and other senior Administration officials on the rules, procedures, and negative policy implications of raising U.S. tariffs at the WTO.
- Highly skilled at U.S. government internal and interagency coordination; regularly provided briefings to NEC/NSC colleagues and Congressional Committee staff. Acted as the USTR staff person responsible for

the G20 trade portfolio since its inception at the Washington Summit in 2008, and as such, was USTR's liaison on G20 and G7 trade issues with NSC/NEC. Worked directly with the USTR, NEC/NSC, and foreign governments to negotiate G20 and G7 Leaders texts on trade matters.

- Staffed G20 Trade Ministerial meetings from 2012 to 2019 and represented the United States at G20 Trade and Investment Working Group (TIWG) meetings since their inception during Turkey's G20 host year in 2015.
- Managed the travel budget for the office (16 people, \$500,000 budget).
- Managed and provided performance evaluations for three junior staffers, including two Presidential Management Fellows (PMFs). Mentored a particularly talented staffer from an unpaid intern position to a permanent position in the office; advocated for and secured two promotions on her behalf.

Acting Assistant United States Trade Representative (AUSTR) for WTO and Multilateral Affairs

December 1, 2017- April 10, 2018

- Oversaw all international negotiations and daily work undertaken by Office and was directly responsive to USTR's senior political staff while AUSTR was out of the office on maternity leave.
- Managed all office staff (14 employees, most GS-15s), engaged in conflict management, and took action to address performance and ethics issues. Managed the office budget.
- Adapted to rapidly changing circumstances and worked to maintain office morale during a government shutdown; provided regular updates to furloughed staff.
- Along with senior USTR political officials, led the United States' participation at the 11th WTO Ministerial in Buenos Aires, Argentina, from December 11-15, 2018. This included working directly with the attending NEC/NSC and bipartisan Congressional staff delegations and technology companies to secure an extension of the WTO moratorium against customs duties on electronic transmissions.
- Served as the head of delegation for the U.S. Government at the February 2018 G20 Trade and Investment Working Group meetings in Buenos Aires as well as the April 2018 Organization for Economic Cooperation and Development (OECD) Trade Committee meeting in Paris.
- Led the U.S. government team that closed Colombia's accession to the OECD on terms that were satisfactory to the United States. Managed discussions with external U.S. stakeholders to ensure they could support the agreement.

Director for Regional Trade Agreements January 2008 – April 2014

- Monitored and evaluated trade policies undertaken by foreign governments in their regional trade agreements (RTAs) and free trade agreements (FTAs). Led U.S. government participation at the WTO Committee on Regional Trade Agreements (CRTA) and was responsible for shepherding the WTO transparency exercises on U.S. FTAs.
- Managed the organization of and planned the logistics – including hotel accommodations, flights, and security – for U.S. government participants (up to 100 people) at WTO Ministerial conferences in Geneva, Switzerland; Bali, Indonesia; and Nairobi, Kenya.

Director for Tariff Affairs April 2006 – January 2008

- Led the interagency negotiating team responsible for negotiating industrial tariff rates on behalf of the United States in the WTO Doha Round negotiations until the Round's collapse in 2008.

United States Department of Commerce, International Trade Administration, Washington, DC

International Trade Specialist September 2002 – April 2006

- Designed and maintained a stakeholder and country positions matrix for use by senior U.S. trade negotiators on non-tariff barriers to trade in third countries. Traveled regularly to WTO negotiations in Geneva, Switzerland to support U.S. senior staff and apprentice alongside them.

EDUCATION

Monterey Institute of International Studies (MIIS) – Monterey, California – Master’s Degree in Commercial Diplomacy

- Awarded in May 2002
- At the time, the MIIS Commercial Diplomacy program was the only one of its kind in the world, with training focused on the importance of (1) stakeholder-specific analysis as key to building consensus in commercial negotiations and (2) ensuring that resulting agreements are enforceable.

University of California – Davis, California – Bachelor’s Degree in International Relations

- Awarded in June 2000
- Spent one year abroad studying in Budapest, Hungary and Vienna, Austria