



STRATEGAS

12th Annual Policy Conference

The Hay Adams Hotel
Tuesday, January 10, 2023



Graham Allison

Douglas Dillon Professor of
Government
Harvard University



Amanda Eversole

Executive Vice President &
Chief Advocacy Officer
American Petroleum Institute



Will Dunham

Policy Director
Brownstein



**The Honorable Michèle
Flournoy**

Co-Founder and Managing
Partner of Westexec
Advisors, and former Under
Secretary of Defense for
Policy



Timothy Massad

Consultant; Adjunct
Professor of Law
Georgetown Law



Bruce Mehlman

Founder
Mehlman Castagnetti Rosen
& Thomas



Dan Clifton

Head of Policy Research
Strategas



Tuesday, January 10, 2023

08:00 AM to 08:45 AM

The Hay Adams Hotel - Top of the Hay

Registration and Breakfast

08:45 AM to 09:45 AM

Top of the Hay - East Terrace

Macro Political and Policy Environment in DC

- **Bruce Mehlman**

Founder
Mehlman Castagnetti Rosen & Thomas

09:45 AM to 10:30 AM

Republican House Majority and the Debt Ceiling

- **Will Dunham**

Policy Director
Brownstein

10:30 AM to 10:45 AM

Break

10:45 AM to 11:30 AM

China and Geopolitics

- **Graham Allison**

Douglas Dillon Professor of Government
Harvard University

11:30 AM to 12:15 PM

US Energy Policy

- **Amanda Eversole**

Executive Vice President & Chief Advocacy Officer
American Petroleum Institute

12:15 PM to 12:30 PM

Break for lunch

12:30 PM to 12:45 PM

Lunch is served

Top of the Hay - South Terrace

12:45 PM to 01:45 PM

Crypto and Market Structure

- **Timothy Massad**

Consultant; Adjunct Professor of Law
Georgetown Law

01:45 PM to 02:00 PM

Break

02:00 PM to 02:45 PM

Fireside Chat with Michèle Flournoy



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Top of the Hay - East Terrace

- **The Honorable Michèle Flournoy**

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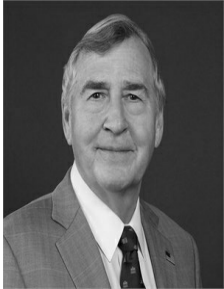
02:45 PM to 03:30 PM

2023 Policy & Investment Outlook

- **Dan Clifton**

Head of Policy Research
Strategas

SPEAKERS



Graham Allison

Douglas Dillon Professor of Government
Harvard University

Graham Allison is the Douglas Dillon Professor of Government at Harvard University where he has taught for five decades. Allison is a leading analyst of national security with special interests in nuclear weapons, Russia, China, and decision-making. Allison was the "Founding Dean" of Harvard's John F. Kennedy School of Government, and until 2017, served as Director of its Belfer Center for Science and International Affairs which is ranked the "[#1 University Affiliated Think Tank](#)" in the world. As Assistant Secretary of Defense in the first Clinton Administration, Dr. Allison received the Defense Department's highest civilian award, the Defense Medal for Distinguished Public Service, for "reshaping relations with Russia, Ukraine, Belarus, and Kazakhstan to reduce the former Soviet nuclear arsenal." This resulted in the safe return of more than 12,000 tactical nuclear weapons from the former Soviet republics and the complete elimination of more than 4,000 strategic nuclear warheads previously targeted at the United States and left in Ukraine, Kazakhstan, and Belarus when the Soviet Union disappeared.

Dr. Allison's latest book, *Destined for War: Can America and China Escape Thucydides's Trap?* (2017), is a national and international bestseller. His 2013 book, *Lee Kuan Yew: The Grand Master's Insights on China, the United States and the World*, has been a bestseller in the U.S. and abroad. *Nuclear Terrorism: The Ultimate Preventable Catastrophe*, now in its third printing, was selected by the *New York Times* as one of the "100 most notable books of 2004." Dr. Allison's first book, *Essence of Decision: Explaining the Cuban Missile Crisis* (1971), ranks among the all-time bestsellers with more than 500,000 copies in print.

As "Founding Dean" of the modern Kennedy School, under his leadership, from 1977 to 1989, a small, undefined program grew twenty-fold to become a major professional school of public policy and government.

As Assistant Secretary of Defense under President Clinton and Special Advisor to the Secretary of Defense under President Reagan, he has been a member of the Secretary of Defense's Advisory Board for every Secretary from Weinberger to Mattis. He has the sole distinction of having twice been awarded the Distinguished Public Service Medal, first by Secretary Cap Weinberger and second by Secretary Bill Perry. He has served on the Advisory Boards of the Secretary of State, Secretary of Defense, and the Director of the CIA.

Dr. Allison was the organizer of the Commission on America's National Interests (1996 and 2000), a founding member of the Trilateral Commission, a Director of the Council on Foreign Relations, and has been a member of public committees and commissions, among them the Baker-Cutler DOE Task Force on Nonproliferation Programs with Russia, the IAEA's Commission of Eminent Persons, and the Commission on Prevention of Weapons of Mass Destruction, Proliferation, and Terrorism.

Dr. Allison has served as a Director of the Getty Oil Company, Natixis, Loomis Sayles, Hansberger, Taubman Centers, Inc., Joule Unlimited, and Belco Oil and Gas, as well as a member of the Advisory Boards of Chase Bank, Chemical Bank, Hydro-Quebec, and the International Energy Corporation.

Dr. Allison was born and raised in Charlotte, North Carolina. He was educated at Davidson College; Harvard College (B.A., *magna cum laude*, in History); Oxford University (B.A. and M.A., First Class Honors in Philosophy, Politics, and Economics); and Harvard University (Ph.D. in Political Science).



Amanda Eversole

Executive Vice President & Chief Advocacy Officer
American Petroleum Institute

Amanda Eversole serves as Executive Vice President & Chief Advocacy Officer, where she leads the federal government relations, state government relations and external mobilization departments and the organization's integrated advocacy efforts.

Eversole joined API in 2018 as Chief Operating Officer and expanded her role in early 2019 as Executive Vice President, where she led the development of API's strategic plan and the formation of its [Principles](#); oversaw membership during historic changes within the industry; revitalized and streamlined API's business operations; and accelerated critical diversity, equity and inclusion efforts across our industry and at API.

Eversole previously served as Managing Director and Head of Public Affairs at JPMorgan Chase & Co., overseeing strategic communications, civic engagement and strategy for the corporate responsibility team. Eversole created and built JPMorgan Chase & Co.'s public affairs function, leveraging a campaign style process focused on aligning inclusive economic growth and deeper local engagement around the world. Eversole also created a framework for the firm's philanthropic approach, which was highlighted in 2017 as part of Fortune's "#1 Company Changing the World" recognition.

Prior to her time at JPMorgan Chase & Co., Eversole spent 13 years at the U.S. Chamber of Commerce in Washington, D.C. She was President of C_TEC, the Chamber Technology Engagement Center, where she developed and expanded ties between technology companies and policymakers and additionally served as Senior Vice President of the U.S. Chamber Center for Capital Markets Competitiveness, a program she helped launch in 2006 to advance America's global leadership in capital formation. Eversole also served as Chief of Staff to Chamber President and CEO Thomas J. Donohue and oversaw marketing and communications for the U.S. Chamber of Commerce Foundation. Prior to joining the U.S. Chamber, she worked for RTC Relationship Marketing – a WPP Group company – in business development.

Eversole graduated cum laude from the College of William & Mary in Williamsburg, Virginia, with a Bachelor of Business Administration and a minor in French. She earned an M.B.A. from the University of Pennsylvania's Wharton School, where she was a Palmer Scholar and graduated first in her class. Eversole currently serves on the Board of Directors of Our Energy Policy. She lives in Virginia with her husband and their two daughters.



Will Dunham

Policy Director
Brownstein

Will Dunham served for seven years as Minority Leader Kevin McCarthy's (R-CA) top policy director and liaison to House committees, the Senate and executive branch, through every type of political terrain—House majority and minority, and Democrat and Republican administrations.

As the lead House Republican staffer in bipartisan, bicameral negotiations, Will developed a deep understanding of the legislative process. His negotiating experience spans from perennial NDAA and appropriations endgames, to crisis legislation including emergency COVID packages, to more granular issues like international sanctions and California water issues. Drawing from these case studies, his intuition and expertise helps clients sort between advocacy strategies that just make noise and those that make law.

During his more than 13 years in Congress, Will also served as executive director to now-Minority Whip Steve Scalise (R-LA) at the Republican Study Committee, where he worked to provide tools to over 160 Republican House members to craft, analyze and advance policy. This is in addition to his time working in the office of Rep. Tom McClintock (R-CA) where he handled budgetary issues. Will's first job in Washington was as a staff writer for the Heritage Foundation.



The Honorable Michèle Flournoy

Co-Founder and Managing Partner of Westexec Advisors, and former Under Secretary of Defense for Policy

Michèle Flournoy is Co-Founder and Managing Partner of WestExec Advisors, and a Co-Founder, former Chief Executive Officer, and now Chair of the Center for a New American Security (CNAS). Michèle served as the Under Secretary of Defense for Policy from February 2009 to February 2012. She was the principal advisor to the Secretary of Defense in the formulation of national security and defense policy, oversight of military plans and operations, and in National Security Council deliberations. She led the development of defense strategy and represented the Department in dozens of foreign engagements, in the media and before Congress. Prior to confirmation, Michèle co-led President Obama's transition team at the Defense Department.

In January 2007, Michèle co-founded CNAS, a bipartisan think tank dedicated to developing strong, pragmatic, and principled national security policies. She served as CNAS' President until 2009 and returned as CEO in 2014. In 2017, she co-founded WestExec Advisors, a strategic advisory firm. Previously, she was senior advisor at the Center for Strategic and International Studies for several years and, prior to that, a distinguished research professor at the Institute for National Strategic Studies at the National Defense University (NDU). In the mid-1990s, she served as Principal Deputy Assistant Secretary of Defense for Strategy and Threat Reduction and Deputy Assistant Secretary of Defense for Strategy.

Michèle is the recipient of numerous honors and awards, including: the NDIA Eisenhower Award (2021), the American Red Cross Exceptional Service Award (2016); the Department of Defense Medal for Distinguished Public Service (1998, 2011, 2012); the Chairman of the Joint Chiefs of Staff's Joint Distinguished Civilian Service Award (2000, 2012); the Secretary of Defense Medal for Outstanding Public Service (1996); and CARE's Global Peace, Development and Security Award (2019). She has edited several books and authored dozens of reports and articles on a broad range of defense and national security issues, and appears frequently in national and international media and is frequently quoted in top tier newspapers. Michèle serves on the boards of CNAS, Booz Allen Hamilton, Astra, Amida Technology Solutions, America's Frontier Fund, The Gates Global Policy Center, The Mission Continues, The War Horse, and CARE. She serves on the advisory boards of The Leadership Council for Women in National Security, Special Competitive Studies Project, Sesame Workshop, Intel, RAND Corporation and PIMCO. She is a Senior Fellow at Harvard's Belfer Center for Science and International Affairs, a Distinguished Professor of the Practice at Georgia Tech's Nunn School of International Affairs, a current member of the Council on Foreign Relations and the Aspen Strategy Group, a current member of the Defense Policy Board, and a former member of the President's Intelligence Advisory Board, the CIA Director's External Advisory Board. Michèle earned a bachelor's degree in social studies from Harvard University and a master's degree in international relations from Balliol College, Oxford University, where she was a Newton-Tatum scholar.



Timothy Massad

Consultant; Adjunct Professor of Law
Georgetown Law

Timothy Massad is currently a Research Fellow at the Mossavar-Rahmani Center for Business and Government at the Kennedy School of Government at Harvard University, and the Director of the Center's Digital Assets Policy Project. He is also a nonresident scholar at the Brookings Institution and a consultant on financial regulatory and fintech issues.

Mr. Massad served as Chairman of the U.S. Commodity Futures Trading Commission from 2014-2017. Under his leadership, the agency implemented the Dodd Frank reforms of the over-the-counter swaps market; harmonized many aspects of cross-border regulation, including reaching a landmark agreement with the European Union on clearinghouse oversight; declared bitcoin and virtual currencies to be commodities; and enhanced cybersecurity protections.

Previously, Mr. Massad served as the Assistant Secretary for Financial Stability of the U.S. Department of the Treasury. In that capacity, he oversaw the Troubled Asset Relief Program (TARP), the principal U.S. governmental response to the 2008 financial crisis. During his tenure, Treasury recovered more on all the crisis investments than was disbursed. Mr. Massad was with the Treasury from 2009 to 2014 and also served as a counselor to the Treasury Secretary.

Prior to his government service, Mr. Massad was a partner in the law firm of Cravath, Swaine & Moore, LLP. His practice included corporate finance, derivatives and advising boards of directors. He managed the firm's Hong Kong office from 1998 to 2002 and represented governments and corporations on transactions in China and throughout Asia. Mr. Massad was also one of a small group of lawyers who drafted the original ISDA master agreements for swaps.

Mr. Massad received a J.D. from Harvard Law School and a B.A. from Harvard College.



Bruce Mehlman

Founder
Mehlman Castagnetti Rosen & Thomas

With over two decades experience in public policy, business and the law, Bruce helps leaders and organizations understand, anticipate and navigate political risk.

Mehlman is a highly sought-after keynote speaker on policy and political trends, regularly headlining business conferences and strategic planning sessions. His quarterly infographic analyses are consistently picked-up by national media and eagerly consumed by tens of thousands of readers around the world. Television networks such as CNBC, Fox News, Fox Business and Hearst often ask Bruce to appear to discuss trends and their implications.

Bruce previously served as Assistant Secretary of Commerce for Technology Policy under President George W. Bush. He also worked as a senior leadership aide in the House of Representatives, general counsel to a national political party committee and policy counsel to Cisco Systems.

Bruce is widely-regarded as an expert in running coalitions, quarterbacking issue campaigns and managing C-suite associations, bringing innovative approaches and determined execution to achieve impactful outcomes. An Adjunct Professor and Board Member of The Washington Campus, Bruce frequently lectures MBA candidates on “effective business-government relations.” Bruce serves on the advisory boards of start-up companies including FiscalNote, iLearningEngines and Virtru, in addition to serving on the Boards of the Center for Democracy & Technology, The Washington Campus and the State Science & Technology Institute.

Bruce received a BA degree from Princeton University and a JD from the University of Virginia Law School where he served on the Virginia Law Review.



Dan Clifton

Head of Policy Research
Strategas

Mr. Clifton is a Partner at Strategas and the head of the Firm's DC office. He directs its legislative and public policy research efforts. Prior to joining Strategas he served as Executive Director of the American Shareholders Association (ASA), a non-partisan, non-profit organization which analyzes public policy affecting shareholders.

His research and political analysis on the interaction between legislation, policy and capital markets has been widely cited in the media. Mr. Clifton and his team have been recognized by *Institutional Investor* magazine in their annual survey for the past five years.

Prior to joining the ASA, Mr. Clifton served as Chief Economist and Federal Affairs Manager for Americans for Tax Reform and as a senior staff member in two gubernatorial administrations working on economic issues. Mr. Clifton received a MS in Economics and Public Finance from Rutgers University and a BA in Urban Planning and Policy Development also from Rutgers.



Accommodations

The Hay Adams Hotel
800 16th Street NW, Washington,
DC 20006

Please reference the Strategas room block. Our rate is \$365. If you prefer, you may also email reservations@hayadams.com.