

## MELISSA S HERSH

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*Professional summary:* Experienced global strategy and risk professional with proven leadership, problem solving, analytical and creative thinking skills.  
*Area expertise:* Project management, enterprise risk management, strategic foresight and planning, stakeholder mapping and engagement, research and analysis, strategic communications, building networks and strategic partnerships.  
Solid background in energy and critical infrastructure security, health and food systems security & pandemic planning, emergency preparedness and response, geopolitical risk analysis, cyber-informed-decision-making, supply chain security, disinformation.

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### PROFESSIONAL EXPERIENCE

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**Hersh Consulting, LLC**  
**Principal**

Washington, DC  
September 2009 – Present

**Research & Analysis:** *Perform budgetary, policy, regulatory, emerging technology, and market research; Carry out horizon scanning trend analyses; Provide third-party objective analysis.*

- Assessed federal government budgets, and regulatory and legislative developments, related to counter-unmanned systems for security and defense contractor seeking U.S. market expansion and systems demonstration opportunities.
- Produced background report to NATO Strategic Communications Center of Excellence and European Center of Excellence for Countering Hybrid Threats on influence operations related to foreign financed, built, owned, and operated nuclear power plants in Europe and Turkey.
- Provided subject matter expertise to a CRADA between U.S. National Geospatial Agency and University of Wisconsin on developing and identifying unique indicators and warnings for food systems insecurity and political instability.
- Managed project and produced analytical briefs on civil nuclear energy and physical protection trends for an Asian nuclear energy research institute.

**Risk and Threat Assessment & Mitigation:** *Develop and design assessments; Validate risk-based best practices for people, processes, and policies; Evaluate compliance; perform red teaming; Conduct gap analyses to identify opportunities for mitigation and operational recovery.*

- Coordinating international team and developing project plan for a U.S. State Department and Department of Defense non-profit implementing partner on introducing cyber third-party risk management and investment screening related to emerging dual-use WMD technologies in various international locations.
- Provided risk advisory services, supply chain risk consulting, and [KIN Catalyst](#) evaluation for Canada's largest diversified, and publicly traded resources company (mining & minerals)
- Providing internal risk and strategy advice to VC-funded health security company including overseeing external laboratory contributions to developing proprietary back-end risk models to contribute to software enabled applications for COVID-19 and other high-consequence infectious disease events.

**Strategy & Advising:** *Counsel senior executives to align organizational goals with policies and procedures; Design competitive positioning and market differentiation; Translate and contextualize geopolitical and emerging policy, technology, and social trends; Design and manage scenarios, simulations, and exercises across organizations.*

- Prepared background information, training material, and helped execute DOE-INL mission to Republic of Georgia, advising government stakeholders and industry on hybrid threats to cyber-physical energy and supporting critical infrastructure systems; Successfully co-managed key external relationships and wrote after action report.
- Advising (pro bono) senior government officials and industry leaders on prioritizing cyber-physical systems and developing security guidance.
- Contributing to the design of a TTX and scenario development for "Coherent Resilience 2020", an annual NATO Energy Center of Excellence exercise (COVID postponed)
- Provided advisory services to a U.S. State Police S&T Office on data and supply chain security for Counter-Unmanned Aerial Systems technical and operational requirements.
- Advised on supply chain security, strategic risk planning, and mitigation that integrated business and operational continuity plans to Chicago-based investigation & security risk management firm advising global pharmaceutical client.
- Generated proposals and designed training content for a non-profit and a government consulting arm of major consulting firm to implement U.S. government funded projects related to energy security, smart cities and cyber considerations.

**Outreach & Strategic Communications:** *Foster communities of interest and coalition building; Shaping policy and technical debates and narratives; Design messaging content; Evaluate communications content and plans.*

- Project management of team producing analysis on information influence activities related to several case studies for the NATO Strategic Communications Center of Excellence to assist decisionmakers develop effective counter-narratives and inform long-term strategic energy security decisions.
- Led public diplomacy mission in France on behalf of U.S. State Department focused on raising awareness around hybrid threats to energy security.
- Developed thought leadership around antimicrobial resistance for GenRe's *Risk Insights* series and for The Council of Insurance Agents & Brokers' journal *Leader's Edge*
- Regular speaker and moderator at high-profile events e.g. GEOINT, Blue Ribbon Commission on Biodefense, Global Resilience Federation Summit, and conferences organized by Department of Homeland Security-JPL Counter UAS Working Group, Annual Meeting of Institute of Nuclear Materials Management, Institute of Nuclear Materials Management annual meeting, Capitol Hill event on global health.

**Nuclear Economic Consulting Group (NECG)**  
**Affiliate**

Washington, DC  
2015 – Present

- Developed analytical framework and provided analysis for feasibility study to support DOE's work with IFNEC on the concept of an international repository

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for spent fuel / nuclear waste.

- Collaborated with international team to provide third-party evaluation of proposed commercial model including stakeholder engagement for the South Australian Joint Parliamentary Committee on Findings of Nuclear Fuel Cycle (Royal Commission).
- Helped U.S. defense consulting firm advise an instrumentation and controls manufacturer on market opportunities in the commercial nuclear industry sector.
- Shaped message and content for submission response to Australia's Federal Nuclear Inquiry regarding the development of a national nuclear energy program.
- Provided thought leadership on the global competitiveness of U.S. nuclear industry using articles, blogs, and media engagements.

### Arizona State University (ASU)

Washington, DC, Phoenix/Tempe, AZ

#### Faculty Associate, Watts College of Public Service and Community Solutions

2017 – Present

#### Research Associate (Adjunct faculty), Center for Emergency Management & Homeland Security

- Developed curriculum and lead instructor for U.S. Cyber and Information Security Policy course for Emergency Management and Homeland Security online master's degree program.
- Served as instructor for the MA in EMHS course on Program Evaluation.
- Fostering collaboration across different university and external partners to develop innovative academic and professional offerings.

### Unconventional Concepts, Inc.

Washington, DC

#### Consultant

September 2003 – Present

- Contributing to content and assessing overall submissions for FAA and other safety waivers related to testing and evaluating counter-unmanned systems (detection and mitigation) for Bureau of Prisons, Department of Justice.
- Coordinated joint DHS S&T and JPL CUAS T&E working group, including identifying and inviting speakers and participants from U.S. and foreign industry and governments.
- Developing a foresight capacity and office for an intergovernmental health organization.
- Collaborating on the development of novel virus rapid response advice in mass gatherings as part of an international consortium. Advised aerospace and defense company on CUAS operational requirements and U.S. regulatory and operational landscape.
- Contributed to Military Medical Futures Project (U.S. Army) on future operating environment and investment demand signals by convening meetings, conducting research and analysis, and final report writing.
- Arranged for and helped moderate a high-level British government roundtable on bioterrorism for the former U.S. Secretary of the Navy.
- Developed training and advisory concept of operations to build out a Center for Mass Gatherings in the MENA region.
- Delivered research, analysis, and speech talking points for a former U.S. Surgeon General on suicide terrorism.
- Provided expert Chemical, Biological, Radiological, Nuclear, Explosives (CBRNE) analysis for WHO case studies for training national authorities.
- Presenter at various conferences e.g. AUSA annual meeting; National Academies of Sciences, Engineering, and Medicine; INLETS (Intel & Law Enforcement Training Seminar).
- Developed guides and procedures for use of field-based technology detection and communications systems related to chemical weapons.

### Center for Strategic and International Studies (CSIS)

Washington, DC

#### Consultant / Project Lead

2013, 2016

- Designed, researched, and produced thought leadership thru a high-level, off the record roundtable with senior U.S. government officials and industry executives to validate a working thesis for a report entitled, *The Sky Is the Limit: Geospatial Data, Global Food Security, and Political Stability*.
- Developed scope of work, provided research and analysis, and supervised team of researchers to produce a report entitled, *U.S.-India Homeland Security Cooperation: Building a Lasting Partnership via Transportation Sector Security*.

### Marsh Risk Consulting (MRC), Marsh & McLennan Companies (MMC)

Chicago, IL & NY, NY

#### VP Supply Chain Risk Management

February 2007 – March 2009

- Spearheaded effort to cultivate relationships and networks globally across business units and partners to develop resilience concepts and applications in support of new business offerings and joint projects.
- Led and participated in client facing work to mitigate business interruption and supply chain losses across sectors at c-suite & senior management levels.
- Worked with underwriters to define and shape supply chain risk policies across various business sectors (e.g. pharma, food, isotopes, semiconductors, port operations).
- Worked across global MRC consulting practice areas and with brokers to address holistic loss control mitigation strategies and business development / client retention.
- Engaged in horizon scanning to identify emerging risks and regulatory regimes.
- Developed and performed supply chain risk assessments; Performed HACCP analysis for food producers; Developed strategic agricultural biosecurity strategies and compliance pathways including reputational management; Assessed and planned cargo and cold chain safety and security; Assessed port/cargo/maritime security risk including Customs Trade Partnership Against Terrorism (C-TPAT)/ Authorized Economic Operator (AEO) consulting.
- Authored: MRC Reports (*Corporate Pandemic Preparedness: Current Challenges to and Best Practices for Building a More Resilient Business*; *The Economic and Social Impact of Emerging Infectious Disease: Mitigation through Detection, Research, and Response*); White Papers (*Securing the Health Care Supply Chain: The Case of Medical Isotopes*). Contributed to *World Economic Forum Global Risk Reports*.
- Drafted keynote speeches, talking points, and white papers for CEO and other global executive leadership.

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### United Nations Office at Geneva (UNOG), Department for Disarmament Affairs

Geneva, Switzerland

#### **Political and Technical Officer, Secretariat of the Biological and Toxin Weapons Convention (BTWC)**

May 2003 – December 2006

- Advised the Chair (Ambassador) on technical and organizational management issues relevant to security and oversight of pathogenic micro-organisms and toxins, infectious disease surveillance and response, forensic investigations and codes of conduct for the BTWC Meetings of Experts and States Parties.
- Wrote official UN background papers and conference documents; Drafted Chair's talking points, opening and closing statements, public summaries and press releases.
- Assessed and analyzed technical working papers and presentations.
- Established new networks across UN and other international organizations' leadership (e.g. WHO, Interpol, OECD, UNEP, WCO, NATO, WTO) and liaised with member state delegations and NGOs.

### World Health Organization (WHO), Dept of Communicable Disease Surveillance and Response (CSR)

Geneva, Switzerland

#### **Technical and Political Officer/Researcher**

May 1998 – December 2001; 2013; 2015

- Provided WHO thought leadership on managing deliberate biological weapons attacks or terrorism causing mass casualties, fatalities.
- Managed WHO's participation in International Atomic Energy Agency (IAEA) live table top exercise related to a 'dirty bomb scenario' and provided capabilities, gap analysis, and recommendations including crisis communications guidance.
- Developed relationships between the Ad Hoc Group of States Parties to the BTWC and WHO on international organizational participation in global infectious disease surveillance and response.
- Advised WHO, FAO, OIE and BTWC States Parties on the mutually beneficial capabilities of disease surveillance for detecting naturally occurring, deliberate, and accidental disease outbreaks.
- Authored talking points and advised the Executive Director on biological warfare/terrorism issues and implications (e.g. reputational risk to WHO and ongoing operations).

### Stockholm International Peace Research Institute (SIPRI)

Stockholm, Sweden

#### **Visiting Researcher, Biological and Chemical Weapons Project**

January – August 2000; 2005

- Researched, authored, and presented work on dual-use technologies, political trends and national practices to detect and counter proliferation.
- Educated global scientists and policy makers on chemical and biological weapons and terrorism matters.
- Provided expert analysis to the European Union on WMD threats.

## EDUCATION

### University of London, The London School of Hygiene & Tropical Medicine

London, United Kingdom

#### **PhD (abd), International Public Health Policy**

1998 – 2005

### The Medical College of Wisconsin, Graduate School of Biomedical Sciences, Dept of Bioethics

Milwaukee (Wauwatosa), WI

#### **M.A. Bioethics**

1996 – 1998; 2003

### Skidmore College

Saratoga Springs, NY

#### **B.A. Self-Determined Major, Biomedical Ethics and Resource Allocation**

1992 – 1996

## ADDITIONAL INFORMATION

- Board Member (2020-2022), Board on U.S. Army Research, Development, Test & Evaluation (RDT&E), Systems Acquisition, and Logistics (BARSL)
- Stimson Center Non-Resident Fellow, 2016.
- Truman National Security Fellow, 2014.
- Member, OSAC Women in Security Group
- Pro bono advisory services: Provide risk identification, cyber-physical critical infrastructure systems policy planning, and strategic communications support for developing and transitional economies.
- Pro bono advisory services: asylee and migrant health.
- Volunteer: Misericordia Home, Lakeview Pantry.
- Author articles, Speechwriter, Moderator, Peer-reviewer for crisis and security journals.
- Organization for the Prohibition of Chemical Weapons (OPCW) Chemical Weapons Training, 2005.
- United Nations Civil-Military Co-ordination (CIMIC) Training, 2005.
- Member, Women In International Security (WIIS) (former)
- Editorial Board Member (2000-2005), Peer-reviewed, online *Emerging Themes in Epidemiology* journal.
- Published multiple articles and blogs in outlets such as: The Hill; Defense News; Defense One; The National Interest; The Diplomat; The European Energy Review; GovExec; Platts; C4ISR; EnergySource (Atlantic Council); oilprice.com; War on the Rocks; etc. Indicative list of publications available upon request. Media engagements include: White House Chronicles (PBS); various radio and print media interviews.

## SKILLS

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**Languages:** English (native), Spanish (intermediate), French (basic), Arabic (basic), Swedish (basic), Italian (basic).  
**Computer Skills:** Microsoft Office Suite, SPSS, STATA, GIS.