

MELISSA S HERSH

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Professional summary: Experienced global risk and strategy professional with proven leadership, problem solving, analytical and creative thinking skills.
Area expertise: Enterprise risk management, strategic foresight and planning, stakeholder mapping and engagement, research and analysis, strategic communications, building communities of interest and strategic partnerships, cultivating organizational resilience. Solid background in, health and food systems security & pandemic planning, emergency preparedness and response & disaster risk reduction, energy security, geopolitical risk analysis, cyber-informed-decision-making, supply chain risk and security, open source intelligence.

PROFESSIONAL EXPERIENCE

Hersh Consulting, LLC

Washington, DC
September 2009 – Present

- Developing US-UK team to provide scenarios and tabletop exercises for the financial services industries related to cybersecurity requirements in open banking and on FINTECH and REGTECH.
- Speaker, Global Resilience Foundation Annual Summit (2019), Topic: De-risking Business Operations In an Era of Great Power Competition: Managing Third Party Risk.
- Invited speaker for the US Department of State Public Diplomacy Program on Energy Security issues (France, March 2019).
- Developing US-UK team to address cyber-informed decision-making for impact investment thought leadership and risk-mitigation training for Development Finance Institutions.
- Developing country-specific strategies, scenarios, and training for cyber resilience in the energy sector in partnership with Idaho National Lab, US Department of Energy.
- Conducting analysis related to the energy sector (focus on nuclear power) for NATO centres of excellence and the European Centre of Excellence for Countering Hybrid Threats.
- Developing large research project to address the use of mis- and disinformation related to vaccines and migrant health.
- Analyzed information influence activities related to several case studies for the NATO Strategic Communications Center of Excellence.
- Developing public-private training materials for utilities, states, and federal agencies on disinformation and cyber security related to critical infrastructure resilience.
- Providing subject matter expertise in collaboration with U.S. National Geospatial Agency (NGA) and University of Wisconsin on developing and identifying unique indicators and warnings (I&W) related to food systems insecurity and political instability. Focus on animal infectious diseases, data analytics, and forecasting opportunities for threat mitigation.
- Developing offerings from Development Finance Institutions related to Cyber-Informed Decision Making and Impact Investing.
- Assessed and analyzed trends in civil nuclear and physical protection for a national nuclear energy research institute in Asia. Focus on: legal, regulatory, and R&D; industrial Nuclear Power Plant (NPP) protection; spent fuel protection; proliferation; aerial attacks against NPPs.
- Provided risk advisory services, supply chain risk consulting, and KIN Catalyst evaluation for Canada's largest diversified, and publicly traded resources company (mining & minerals).
- Developing thought leadership around Antimicrobial Use (AMU), Antimicrobial Resistance (AMR), and Foodborne AMR for reinsurance providers. Focus on enterprise risk related losses, including reputation.
- Provided strategic foresight, planning, and capture management as well as translating trends into revenue for VC-backed technology firm focusing on food, animal and human health.
- Provided technical and risk advisory services to Air Line Pilots Association (ALPA) to improve cabin environment, health, and safety standards.
- Provided risk narrative translation and strategic planning for market growth and business development for Portland, Oregon-based situational awareness technology firm.
- Introduced risk culture and strategic planning workshop into public affairs/public relations firm (Sweden) for business development and client retention purposes.
- Regularly contribute geopolitical analysis for investors and decision makers (e.g., written briefs, in-person presentations, and phone interviews).
- Provided advice on supply chain security, strategic risk planning, and mitigation that integrated business and operational continuity plans to a Chicago-based investigation & security risk management firm advising global pharmaceutical client.
- Researching how to leverage the National Defense Authorization Act (NDAA) of 2018 to exploit the use of existing intelligence and defense and private sector technologies for gathering earth observation (EO) and other mobile data sets to identify early warning sentinels for food-based insecurity and their relationship to political instability.

Nuclear Economic Consulting Group (NECG) Affiliate

Washington, DC
2015-Present

- Contributed to report for developing a national nuclear program.
- Developed proposal to prepare a report to enable risk-informed decision-making for a national energy company on new nuclear technologies intended to provide an overview of the current and anticipated: competitive technology landscape; regulations; commercial and market issues; and reputational risk.
- Provided strategic risk assessment and planning including mitigation and business process optimization recommendations as part of NECG team for the U.S. Department of Energy's Feasibility Design for Spent Nuclear Fuel.
- Provided strategic, operational, financial, reputational risk analysis/review of a proposed commercial model including stakeholder engagement for the South Australian Joint Parliamentary Committee on Findings of Nuclear Fuel Cycle (Royal Commission).
- Advised instrumentation and controls manufacturer on risk issues and thought leadership opportunities.

Arizona State University (ASU)

Washington, DC, Phoenix/Tempe, AZ
2017-Present

Faculty Associate, School of Public Service & Community Solutions Emergency Management and Homeland Security

- Developed and taught U.S. Cyber and Information (mis/disinformation) Security Policy course for the Emergency Management and Homeland Security (EMHS) online master's degree program; Previously acted as an instructor for the MA in EMHS course on Program Evaluation.
- Developing additional multi-platform (online and in-person) core, elective, and continuing education curricula for the EMHS MA and the MA in Global Security. Topic areas include: Agricultural Biosecurity and Resilience; Open Source Intelligence Analysis and Scenario Planning, Organizational Foresight, and Critical Thinking; Cyber Resilience Competency for Critical Infrastructure Sectors – Leadership & Stakeholders (pilot: energy and agricultural sectors).
- Fostering collaboration across different university and external partners to develop innovative academic and professional offerings.

Unconventional Concepts, Inc.

Washington, DC
September 2003 – Present

Consultant

- Developing a foresight office for an international organization.
- Developed guides and procedures for use of field-based technology detection and communications systems related to chemical weapons.
- Advising aerospace and defense company on CUAS operational requirements and US regulatory and operational landscape.

- Advised on Military Medical Futures Project (U.S. Army) – focus of project is to provide gap analysis of STEM, Biology, Military, Cyber (Data and AI), and Socio-Economic trends to the application of military medicine and determine what the strategic and technical priorities are for the practice of military medicine.
- 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.
- Provided expert Chemical, Biological, Radiological, Nuclear, Explosives (CBRNE) analysis for WHO case studies for training national authorities.
- Developed content and training for law enforcement pertaining to unmanned aerial systems and counter unmanned aerial systems.
- Assessed regulatory and legislative landscape related to the use of unmanned aerial systems and their countermeasures in Europe, Canada, and the U.S.

Center for Strategic and International Studies (CSIS)

Washington, DC
2013; 2016

Consultant / Project Lead

- Designed, researched, and produced thought leadership thru a high-level, off the record roundtable with U.S. government and private sector stakeholders to validate a working thesis for a report entitled, *The Sky Is the Limit: Geospatial Data, Global Food Security, and Political Stability*.
- Designed, researched, and produced thought leadership in 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 & NYC, NY
February 2007 – March 2009

VP Supply Chain Risk Management

- Cultivated intra-organizational supply chain 'knowledge capital' and thought leadership; Developed resilience concepts and applications for a new business offering; Engaged in horizon scanning to identify emerging risks and regulatory regimes.
- Worked with underwriters to define and shape supply risk policies.
- Worked across global MRC consulting practice areas and with brokers to address holistic loss control mitigation strategies and business development / client retention.
- Developed and performed supply chain risk assessments; Performed Hazard Analysis and Critical Control Points (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 (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 Food Supply Chain: Food Safety and Beyond & Food Safety Strategies: How to Protect Your Company and Your Consumers*), Contributed to *World Economic Forum Global Risk Reports*.
- Drafted keynote speeches, talking points, and white papers for CEO and other executive leadership.

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

Geneva, Switzerland
May 2003 – December 2006

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

- 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; Liaised with relevant intergovernmental and international organizations including: WHO, FAO, OIE, Interpol, OECD, UNDP, UNEP, OCHA, WCO, NATO, & WTO, national governments, and NGOs.

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

Geneva, Switzerland
May 1998 – December 2001; 2013; 2015

Technical and Political Officer/Researcher

- Provided thought leadership with respect to WHO's role related to a deliberate biological weapons attack or terrorism causing mass casualties, fatalities (humans, animals, and plants).
- Managed a live International Atomic Energy Agency (IAEA) exercise for the WHO related to a 'dirty bomb scenario' and provided capabilities gap and recommendations including crisis communications.
- 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 outbreak.
- 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
January-August 2000; 2005

Visiting Researcher, Biological and Chemical Weapons Project

- 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
1998-2005

PhD (abd), International Public Health Policy

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

Milwaukee (Wauwatosa), Wisconsin
1996-1998; 2003

M.A. Bioethics

Skidmore College

Saratoga Springs, New York
1992-1996

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

ADDITIONAL INFORMATION

- Research Associate, ASU Center for Emergency Management and Homeland Security, 2018
- Pro bono advisory services: Provide risk identification and strategic planning support for developing and transitional economies

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- Pro bono advisory services: Asylee and Migrant health
- Volunteer: Misericordia Home
- Author articles, Speechwriter, Moderator, Peer-reviewer for crisis and security journals
- Stimson Center Non-Resident Fellow, 2016
- Truman National Security Fellow, 2014
- Organization for the Prohibition of Chemical Weapons (OPCW) Chemical Weapons Training, 2005
- United Nations Civil-Military Co-ordination (CIMIC) Training, 2005
- Editorial Board Member (2000-2005), Peer-reviewed, online Emerging Themes in Epidemiology Journal

SKILLS

Languages: English (native), Spanish (intermediate), French (basic), Arabic (basic), Swedish (basic), Italian (basic).

Computer, Data, & Information Skills: Microsoft Office Suite, SPSS, STATA, HTML and web design, GIS, Sentiment analysis, Loss-related data analytics, Disinformation and weaponized narratives, Proficient understanding of the attention economy.