

Mara E. Rudman
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My leadership style reflects my ability to find humor most anywhere. I thrive working with teams, creating smart strategies, finding the path to turn ideas into action, and action into results. Special strengths include collaborating, mentoring, and forging private-public partnerships that create win-win opportunities. I am curious and committed to making the world better, starting from whatever set of facts I have.

AREAS OF EXPERTISE

EXECUTIVE LEADERSHIP/OPERATIONS/MANAGEMENT (10+ years)

- Lead, design, implement, high impact strategic initiatives within and across diverse organizations, shaping mission-driven team-oriented work environments that motivate creativity and effectiveness:
 - Steered 700+ staff, managed budgets from less than \$1m to \$1.7B, including doubling annual fundraising to \$20 million in earliest years of major D.C. non-profit. Also coached and counseled range of key personnel at White House, US national security and foreign policy agencies, Congress, international organizations and private sector.
 - Engineered and executed significant change management realignment at a \$60m, 300+ person non-profit, increasing foundation funding by 20% in year 0.
 - As a Chief Operating Officer, reengineered 5-year turnaround for international claims commission with UK-based operations, working with 75 European companies and partner entities, ensured \$300 million in payments to more than 48,000 individuals.
 - Bolstered relationships with national security community and participating business leaders for non-partisan non-profit focused on helping government run more effectively in national security space; created collaborative efforts, integrating many of the non-profit's 450+ business leaders, and paving the way for ongoing work with more than 14 partners within the Departments of Defense, Homeland Security, State, and intelligence community.
- Foster constructive organizational culture:
 - Respect people, build teams, bring together previously unrealized opportunities for partnerships, finding solutions that work for multiple interests.
 - Understand complexity of government, challenges of communities and businesses, and how wisest policy decisions can emerge when people work together across functional lines and beyond silos.
 - Witness, recipient, provider, and believer in power of mentors: Create environments where people are loyal to teams and the values we share; lead by example and the imprint of leaders with and for whom I have worked.
 - Clear communicator; produce quality products under tight deadlines, work with others to do same.

TEACHING/EXPERIENTIAL LEARNING

- Enjoy teaching opportunities, in which I design, then listen and learn alongside my students from the simulation exercises I create and run, including at:
 - Georgetown University, Government Dep't, Conflict Resolution Program, Faculty Fellow. 2017-present.
 - American University, Applied Public Diplomacy, School of International Service, Diplomat in Residence. Fall 2016.
 - Dartmouth College: Fall 2013, Government Dep't.

EXECUTIVE EXPERIENCE

CENTER FOR AMERICAN PROGRESS. Executive Vice President/Policy; previously Senior Vice President Strategic Planning, Senior Fellow
Washington, DC; Jan 2020-present; Mar 2004- Jan. 2009

- Design and implement cross-organization strategies, including institution-wide realignment;
- Coordinate significant fundraising and financing architecture, work closely with governing board;

- Manage American Progress' policy departments.
- In earlier roles, represented the Center on national security/international policy topics and concerns. Created, ensured financing for, and supervised *Middle East Progress*.
- Raised \$10 million in operating funding to finance innovative incentives to loosen lending to Palestinian SMEs, creating nearly 11,000 sustainable jobs since 2007; developed the Palestinian Political Risk Insurance Initiative (PPRI), captured \$1 million in seed funding and key partners across disparate constituencies, orchestrating pilot to help mitigate risks resulting from trade disruption and political violence.
- Helped design start up strategic development operation, which doubled from \$10 million to \$20 million in 18 months in position; nurtured and grew donor base; recruited and developed staff; presented to governance boards. Helped raise and met annual funding targets.

BUSINESS EXECUTIVES FOR NATIONAL SECURITY. Senior Vice President Policy/Projects

Washington, DC; July 2017-Jan 2020

- Worked closely with American business leaders who support this non-profit to develop, coordinate, and produce efforts that help U.S. national security agencies operate more effectively. Create public private partnerships regularly to meet talent management/workforce challenges; foster organizational transformation.
- Designed new programming; and better utilized expertise of the 450+ participating business leaders, each contributing between \$5K-\$100K/annually. Within 18 months, U.S. national security agencies' requests for help rose 5x over previous year, engaged directly nearly half the contributors.

QUORUM STRATEGIES, LLC. Principal/Founder.

Washington, DC; June 2013-2017; June 2005-January 2009

- Advise executives on how most effectively to shape the political/economic environment to accomplish goals, evaluate, assess and mitigate geostrategic risks.
- Structure, steer and advise; coordinate, run, implement complex operations:
 - In COO role, re-engineered struggling non-productive \$90 million multi-donor operating fund. Worked with 75 European insurance companies and partner entities, reached out to engage a global constituency in 12 languages, built a new website, and established unprecedented transparency, while processing 90,000+ claims, ensuring \$300 million payments; nearly \$500 million in overall contributions made, hired and managed transatlantic multi-lingual staff.

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT. Assistant Administrator, Middle East Bureau

Washington, DC; Sept 2011- Apr 2013

- Presidentially-appointed, Senate-confirmed, top manager, steered 700+ staff Middle East Bureau, one of two largest regions in agency.
- Operated \$1.7 billion country programs with missions in Jordan, West Bank-Gaza, Lebanon, Yemen, Iraq, Morocco, and Egypt, and ran U.S. based region-wide programs in Libya, Tunisia, and Syria.
- Ensured fastest ever US movement of \$100 million cash transfer for Tunisia, and new use of US loan guarantee mechanism, valued at \$485 million.
- Continued State Department role coordinating across agencies \$500 million annual U.S. foreign assistance programs and projects for the West Bank/Gaza with focus on governance and institution building, in support of U.S. Middle East peace efforts.

DEPT OF STATE. Deputy Envoy, Chief of Staff, Office of the Special Envoy for Middle East Peace.

Washington, DC; May 2009-Sept 2011

- Led place-based Palestinian capacity building portfolio, advocating for \$500 million in annual assistance with US Congress, gaining cooperation within State, among multi-lateral agencies, other donors, and as lead interlocutor with senior Israeli and Palestinian officials.
- Participated in negotiations related to resolving the Israeli Palestinian conflict.

NATIONAL SECURITY COUNCIL, THE WHITE HOUSE

Deputy Assistant to the President for National Security Affairs and Chief of Staff; Executive Secretary and Deputy Assistant to the President; Counselor to the National Security Advisor; Special Assistant to the President and Senior Director for Legislative Affairs. Washington, D.C.; Jan 2009-May 2009; May 1999-Jan 2001; Nov 1997- Jan 1999

- Directed the daily operations of the National Security Council staff: supervised 200+ employees, administered the \$13 million NSC budget.
- Coordinated the President's agenda with the Congress on foreign, defense, and some international economic policy initiatives, from ensuring permanent normal trade relations with China to Russian non-proliferation efforts to military actions in Iraq and Europe, and Middle East peace agreements.
- Redesignated US international and defense budget priorities, devised and deployed plans to gain Congressional support for these requests, including a presidential veto that resulted in a nearly \$2 billion increase in foreign aid appropriated in a single year.

COMMITTEE ON FOREIGN AFFAIRS, U.S. House of Representatives; Chief Counsel/Minority Counsel
Washington, D.C. (1993-97; 1999.)

- Established and organized Committee staff and structure for new Ranking Democratic Member. Developed minority legislative strategies, directed committee and floor action on Kosovo for House Democrats; led conference committee negotiations; drafted conference committee reports that became enacted legislation.
- Supervised all procedural and political aspects of committee operations; managed Committee and House floor action on legislation which related to the Middle East peace process, the Persian Gulf, Africa, Asia, Latin America, Europe, export controls, sanctions, foreign assistance, reorganization of foreign affairs agencies.
- Advised newly appointed Chairman Lee Hamilton on legal and procedural aspects of foreign policy issues including role of Congress in decision to send troops into combat, oversight of U.S. foreign assistance for rule of law efforts, development of new export control legislative regime.

Additional prior experience includes: The Cohen Group, Vice President and General Counsel; German Marshall Fund, Director of Foreign Policy; Hogan & Hartson (now Hogan Lovells), Associate; The Honorable Stanley Marcus, S.D. FL (now on the 11th Circuit), Law Clerk; Office of The Honorable Gerry E. Studds, Legislative Assistant.

Select media includes:

- *A More Perfect Union: A Policy Blueprint for Economic, Social, and International Rebuilding*, Center for American Progress, Jan. 13, 2021
- *Reflecting on the historic Israel-Jordan peace agreement*, Medium, July 25, 2019
- *McMaster Appointment Could Help Right Trump Course*, The Boston Globe, Feb. 21, 2017
- *A Practical Plan on the Israeli-Palestinian Front*, Center for American Progress, Dec. 21, 2016
- Additional media experience with BBC, Fox, CNN, NPR, Al-Hurra and publications including law review articles, opinion pieces in The Washington Post, The Hill, The Forward, etc.

Affiliations: National Defense Strategy Commission; Howard University College of Arts & Sciences Board of Advisors; Council on Foreign Relations; Crown Fellow, AGLN, Aspen Institute; Dickey Center, Dartmouth College, Board of Advisors (1999-2008); Middle East Investment Initiative, Board of Directors (2006-2008); Member of DC Bar; Massachusetts Bar.

EDUCATION

Harvard Law School, J.D., *cum laude*.

Dartmouth College, A.B., *summa cum laude*. Phi Beta Kappa, high honors.