



## Advisory Board



### **Gilbert B. Kaplan, Chair and Co-Founder Manufacturing Policy Initiative**

Gilbert B. Kaplan recently served as Under Secretary of Commerce for International Trade in the U.S. Department of Commerce. He oversaw a workforce of 2,100 personnel within the International Trade Administration including three units: Global Markets and the Domestic and Foreign Commercial Service, Industry and Analysis, and Enforcement and Compliance.

Previously, Kaplan was a partner at King & Spalding, in the International Trade Practice Group focusing on international trade cases and trade policy issues. He filed and prosecuted the first successful countervailing duty (anti-subsidy) case ever against China in 2007. Kaplan is the founder of The Conference on the Renaissance of American Manufacturing and the co-founder of the Manufacturing Policy Initiative.

From 1983 to 1988, Kaplan served in several senior positions in the U.S. government, including Acting Assistant Secretary and Deputy Assistant Secretary for Import Administration at the U.S. Department of Commerce. He graduated from Harvard Law School, cum laude, and Harvard College, magna cum laude.



Gurminder Bedi served as Ford Motor Company's Vice President—North America Truck from 1997 to 2001. He was responsible for Ford's \$60 billion worldwide truck enterprise that included the North American F-Series, Econoline, Explorer, Expedition, Escape, and Ranger.

Bedi joined Ford in 1971, and held positions of increasing responsibility, including president of Ford Argentina and Ford Brazil. He also served on several boards of joint ventures between Ford and its business partners. Bedi earned a Bachelor of Science in mechanical engineering from George Washington University, and a Master of Business Administration from the University of Detroit.



**Sameeksha Desai, Director  
Manufacturing Policy Initiative**

Sameeksha Desai has been an associate professor at the O'Neill School since 2010. Her work is on industry and regional competitiveness, entrepreneurship, and job outcomes. In her research, she focuses on how public policies shape access to economic opportunity and pathways to inclusive economic development.

Desai was previously Director of Knowledge Creation and Research in Entrepreneurship at the Ewing Marion Kauffman Foundation. She served as a co-chair of the Transatlantic Policy Consortium and was a research fellow at the Max Planck Institute of Economics.

Desai holds a Ph.D. in public policy from George Mason University.



**Thomas J. Duesterberg, Co-Founder  
Manufacturing Policy Initiative**

Tom Duesterberg is a Senior Fellow for manufacturing, trade, and related economic issues at the Hudson Institute. He previously served as Executive Director of the Manufacturing and Society in the 21<sup>st</sup> Century program at the Aspen Institute. From 1999 to 2011 he was President and CEO of the Manufacturers Alliance for Productivity and Innovation, an economic research and executive education organization based in Arlington, Virginia, with more than 500 manufacturing firms as members.

Previous positions include: Director of the Washington Office of the Hudson Institute, Assistant Secretary for international Economic Policy at the U.S. Department of Commerce, Chief of Staff to two members of Congress, and Associate Instructor at Stanford University. He is co-editor and co-author of *U.S Manufacturing: The Engine of Growth in a Global Economy* (2003) and three other books, as well as nearly 100 articles in journals and major newspapers. He holds a bachelor's degree from Princeton and a master's degree and Ph.D. from Indiana University.



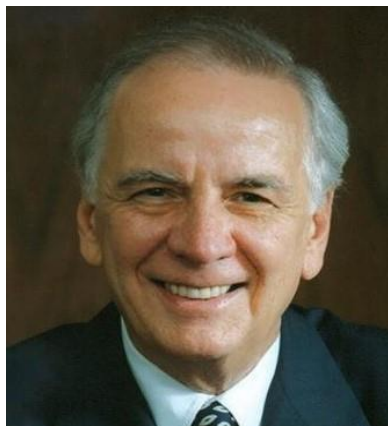
**Ross Eisenberg**  
**American Chemistry Council**

Ross Eisenberg is Vice President of Federal Affairs for the American Chemistry Council, the association representing the \$565 billion industry engaged in the business of chemistry. Ross leads the ACC's federal advocacy. A member of the ACC senior leadership team, Ross provides regular strategic advice and counsel to the ACC's members to help them navigate Washington, D.C., and understand how policies affect their companies. He is also Chairman of the Board of the

AmeriChem PAC political action committee.

Over the course of two decades in Washington, Ross has spent time as Vice President of Energy and Resources Policy at the National Association of Manufacturers, Policy Counsel at the U.S. Chamber of Commerce and an environmental litigator at the law firm Greenberg Taurig LLP. Ross has testified before Congress more than a dozen times and regularly appears in all forms of media, including television, radio, and print. He has also developed a long list of successful issue advocacy campaigns, including multi-million dollar integrated media and government relations efforts on ozone, sustainability, climate change, and infrastructure.

Ross has a B.A. in English and Political Science from Emory University and a J.D. from Washington and Lee University School of Law. He is a member of the Bar of the District of Columbia.



**John A. Georges**

John Georges is currently a Partner of Greenwich Chemical Partners, LLC and an Operating Partner of One Rock Capital Partners. As an Operating Partner of One Rock Capital Partners, he is the Chairman of North Pacific Paper Company, LLC, FXI Holdings, Inc., and Island Energy Holdings, LLC. He served as President and Chief Operating Officer of International Paper from 1981 to 1984, and was Chairman of the Board and Chief Executive Officer from 1984 until April 1996 when he retired.

Georges was formerly a Director of the New York Stock Exchange (1987–1993), a Director of the Federal Reserve Bank of New York (1986–1992), a Member of the Policy and Planning Committee of the Business Roundtable (1987–1996), Chairman of the National Council on Economic Education (1991–1992), and Chairman of the American Paper Institute (1991–1992). He served on several non-corporate organizations including The Business Council, The Trilateral Commission, and Trustee of the Public Policy Institute of the Business Council of New York.

Georges earned a Bachelor of Science in Chemical Engineering from the University of Illinois and a Master's in Business Administration from Drexel University. In 2015 he was inducted to the Engineering Hall of Fame at the University of Illinois.



**Ward Melhuish  
Grant Thornton**

Ward Melhuish is a principal with Grant Thornton leading the Performance Transformation service line for the Public Sector practice. Ward has more than 30 years of government and industry consulting experience, specializing in cost and performance management services, including strategy development, operational deployment, process improvement, human capital management, value-based assessment, performance measurement, cost assessment and analytics.

Melhuish works with clients across several industry sectors, including agencies within the Departments of Defense, Energy, Homeland Security, Justice, Treasury and Transportation, as well as independent agencies and corporations such as the United States Postal Service and Pension Benefit Guarantee Corporation. He received a B.S. in Aerospace Engineering from the University of Virginia, and an MBA from Loyola College. Early in Ward's career, he served as a Naval Officer and carrier aviator where he specialized in electronic warfare flight operations.

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**Fred J. Merritt**

Fred J. Merritt serves as the president of LFM Investments, Inc., an investment holding company and provider of consulting services with an initial emphasis on real estate and secured transactions. LFM's holdings include interests in an airport valet parking facility, commercial real estate in Indiana, Connecticut and Ohio, non-ferrous metal recycling and metallurgical services, complex printed circuit board assembly, telematics and instrument manufacturing, and multiple early stage technology companies ranging from hyper-dimensional analytics, to healthcare and consumer goods.

The primary holding of LFM is its exclusive ownership of Riverside Manufacturing, a manufacturing company focused on harsh environmental electronics, circuit boards, telematics, gauges and engineered graphics that are primarily used on wheeled military vehicles, emergency and specialty service vehicles, portable power and construction equipment.

Merritt has served on the boards of the Indiana Economic Development Corporation, Bloom Bank, Linc Systems, Indiana Aerospace and Defense Council, and Indiana Workforce Development. He received his bachelor's degree in public finance from Indiana University.



### **Peter Molinaro**

Peter Molinaro is president of Peter Molinaro Public Strategies, and Senior Advisor with government relations firm, Hill staffer LLC. With more than 40 years of public and private sector experience in the fields of public policy and public affairs, he most recently served as Vice President, North America Government Affairs for The Dow Chemical Company. He was responsible for U.S. federal, state and Canada government affairs professionals, advocacy management and maintaining relationships with national political, governmental and nongovernmental organizations.

As Senior Advisor with Hill staffer, he has assisted clients on manufacturing and organizational development. He is a former member of the Board of Directors of the American Council for an Energy Efficient Economy, member of The Business-Government Relations Council, and is a past vice-chairman of the Public Affairs Council and Chairman-Emeritus of the Federal Government Affairs Committee of the American Chemistry Council.

He holds a master's degree in public administration from the University of Hartford and a bachelor's degree in political science from Central Connecticut State University.



### **Scott N. Paul Alliance for American Manufacturing**

Scott N. Paul is President of the Alliance for American Manufacturing (AAM), a partnership established by some of America's leading manufacturers. Paul and AAM have worked to make American manufacturing and "Made in America" top-of-mind concerns for voters and our national leaders through effective advocacy and data-driven research.

Paul served as a member of the White House Manufacturing Jobs Initiative. He authored a chapter in the 2013 book, *ReMaking America*, and has written extensively about Alexander Hamilton's role in forming U.S. national economic policy. He currently serves as the Board Chair of the National Skills Coalition and on the Board of Visitors of the Political Science Department at the Pennsylvania State University. He sits on the Leadership Council of the Alliance for Manufacturing Foresight. Scott earned a B.A. from Penn State and an M.A. with honors from Georgetown University.

The Alliance for American Manufacturing was founded in 2007 by leading domestic manufacturers and the United Steelworkers, North America's largest industrial union, with a simple mission: strengthen American manufacturing through smart public policies.



**Francisco J. Sánchez**  
**Holland & Knight**

Francisco J. Sánchez co-leads the international trade practice at Holland & Knight. Prior to joining Holland & Knight, he was the chairman and CEO of CNS Global Advisors.

From 2010 to 2013, Francisco served as the U.S. Under Secretary of Commerce for Trade. As Under Secretary, he led the International Trade Administration in its efforts to improve the global business environment by helping U.S. businesses compete abroad. As one of the architects National Export Initiative, Francisco directed programs and policies that promote and protect the competitiveness of American businesses.

During the Clinton Administration, Sánchez served as the assistant secretary for aviation and international affairs at the U.S. Department of Transportation. Prior to the DOT role, he served in the White House as a special assistant to former President Bill Clinton, and chief of staff to the Special Envoy to the Americas.

Sánchez is a member of the Board of Directors for Archer-Daniels-Midland Company and is an advisor to PT Capital, a private equity firm concentrating on investment opportunities in the Arctic. He is a former non-Resident Fellow at the Brookings Institution, Global Cities Program. Francisco received a B.A. and J.D. from Florida State University and earned a Master of Public Policy from Harvard University.



**Sue Smith**  
**Ivy Tech Community College**

Sue G. Smith is the Vice President of the Technology & Applied Science Division as well as the Corporate Executive for Advanced Manufacturing at Ivy Tech Community College. She worked with all 14 regions to improve sales and delivery functions of manufacturing industries. Smith has statewide oversight of Ivy Tech's technology and applied science degree programs.

Smith represents Ivy Tech in manufacturing organizations, participates in numerous national and international manufacturing partnerships, and took part in two delegations to study the German apprenticeship model. Increasing international partnerships and relationships is one of her passions and she has developed two sister college partnerships in China. Smith holds a bachelor's degrees from Indiana University as well as a master's degree from Antioch University.

Ivy Tech Community College is the state's largest public postsecondary institution and the nation's largest singly accredited statewide community college system. It serves as the state's engine of workforce development, offering affordable degree programs and training along with transferrable courses and programs.



**Terrence D. Straub, Co-Founder  
Manufacturing Policy Initiative**

Terrence “Terry” Straub served as a leading advocate for the interests of the American steel industry. He retired as Senior Vice President of Public Policy and Governmental Affairs at U.S. Steel in 2009. Through his leadership positions in trade organizations and government advisory committees, he crafted domestic and international policy affecting the steel industry.

Earlier in his career he served President Jimmy Carter as special assistant for congressional affairs, managing legislative strategies for creating the Department of Education and for reorganizing the federal government. Prior to his Washington career, Straub served as special assistant to Indiana Secretary of State Larry Conrad, and later was a democratic nominee for U.S. Congress in Indiana. He was a 2011 Fellow in the Advanced Leadership Initiative at Harvard University. He holds a bachelor’s degree in business from Indiana University and a master’s degree from the Johns Hopkins School of Advanced International Studies.



**Robert M. Sussman**

Bob Sussman is the principal in Sussman and Associates, a consulting firm focusing on energy and environmental policy issues. He serves on the Board on Environmental Sciences and Toxicology of the National Academy of Sciences and is Chair of the Interstate Commission for the Potomac River Basin.

In 2013, Sussman completed four and a half years of service in the Obama Administration, first as Co-Chair of the Transition Team for EPA and then as Senior Policy Counsel to the EPA Administrator. In this position, he functioned as the Administrator’s principal policy advisor, providing oversight and guidance on the full suite of policy issues across the Agency. He also played a key role in EPA’s interface with OMB, CEQ and other White House offices and worked closely with other agencies, particularly the Department of Energy and Department of Interior.

Sussman served in the Clinton Administration as the EPA Deputy Administrator during 1993 – 94. In 2007, Sussman retired as a partner at the law firm of Latham & Watkins, where he headed the firm’s environmental practice in Washington, D.C., for 10 years.

Sussman is a magna cum laude 1969 graduate of Yale College and a 1973 graduate of Yale Law School.



### **Melanie Walker**

Melanie Walker serves as CEO of Tsuchiya Group North America. Headquartered in Nagoya, Japan, Tsuchiya is a \$1.3 billion company with 23 manufacturing and sales operations in 32 cities around the globe.

Walker began her career with positions with Mobil Oil and Chemical and Schlegel Corporation. In 1994, she was named President of TASUS Corporation, Tsuchiya's first North American subsidiary. She is recognized as the first and youngest female president of a Japanese-owned manufacturing company in North America. During Walker's presidency, she established four new Tsuchiya companies in North America, employing more than 500 people and producing annual revenues of more than \$75 million.

Walker also works closely with Tsuchiya leadership in Japan on matters global business operations. Her professional affiliations include Select USA Summit, Japan America Society of Indiana, Susie's Place Child Advocacy Center, the Bloomington (Indiana) Economic Development Corporation, and Indiana University Trustee. She earned a B.S. in industrial and labor relations from Cornell University.



### **Bradford L. Ward King & Spalding**

Bradford L. Ward is a partner in King & Spalding's Government Matters practice in the Washington, D.C., office. Ward focuses on international trade policy, market access, and trade remedy litigation before federal agencies, U.S. courts and WTO dispute settlement panels.

His 35-year career as an international trade expert includes nine years in the Obama and Trump administrations where he served in various roles at the Office of the United States Trade Representative, most recently as the Director of the Interagency Center on Trade Implementation, Monitoring, and Enforcement. Previously, he was the Assistant USTR for Monitoring and Enforcement and its deputy general counsel. Prior to his government service, Ward was a partner at another law firm where he led a domestic-oriented trade practice. Ward received his undergraduate degree from the University of Oregon and his J.D. from American University.

King & Spalding is an international law firm that represents a broad array of clients, including half of the Fortune Global 100, with 1,000 lawyers in 20 offices in the United States, Europe, the Middle East, and Asia.





**John D. Graham (ex officio)**  
**Paul H. O'Neill School**

Graham is a current professor and former dean of the O'Neill School. Previously, he served as Administrator for the Office of Information and Regulatory Affairs at the Office of Management and Budget under George W. Bush. For President Bush, he spearheaded an interagency initiative to relieve unnecessary regulatory burdens on manufacturing from 2004–06.

He chaired the interagency task force to reform federal regulation of the auto industry in the area of fuel economy—regulations the Obama administration built upon. Graham has testified before numerous House and Senate Committees, state and federal agencies, the European Commission, and Parliament. He received a B.A. in Economics and Politics from Wake Forest University, a M.A in Public Affairs from Duke University, and a Ph.D. in Urban and Public Affairs from Carnegie-Mellon University.



**Thomas Guevara (ex officio)**  
**Public Policy Institute the IU O'Neill School**

Tom Guevara joined the IU Public Policy Institute as its fifth director in April of 2017. Prior to coming to PPI, Guevara spent six years as deputy assistant secretary at the U.S. Department of Commerce's Economic Development Administration. In his role there, he led the federal economic development agenda, promoting innovation and competitiveness to help U.S. workers and businesses compete globally.

Guevara has worked in a variety of state and local government positions in Indiana in addition to a six-year career with Crowe Horwath LLP in Indianapolis. He served as the assistant budget director for the Health and Human Services division of the Indiana State Budget Agency, served as CIO of the Indiana Family and Social Services Administration, and also worked as controller for the city of Bloomington. He currently co-chairs the Innovation Policy Forum of the National Academy of Sciences in Washington, D.C.