

Senate Commerce Committee Nominee Questionnaire, 117th Congress

Instructions for the nominees: The Senate Committee on Commerce, Science, and Transportation asks you to provide typed answers to each of the following questions. It is requested that the nominee type the question in full before each response. Do not leave any questions blank. Type "None" or "Not Applicable" if a question does not apply to the nominee. Return printed answers to the Committee. Begin each section (i.e., "A", "B", etc.) on a new sheet of paper.

1. Name (Include any former names or nicknames used):

Leslie Berger Kiernan (Maiden name: Leslie Madeline Berger)

2. Position to which nominated: **General Counsel, Department of Commerce**
3. Date of Nomination: **March 16, 2021**
4. Address (List current place of residence and office addresses):



Office Addresses:

**1650 Pennsylvania Avenue, N.W.
Washington, D.C. 20500**

**1717 K Street, N.W.
Suite 900
Washington, D.C. 20006**

5. Date and Place of Birth: **February 26, 1959, New York, New York**
6. Provide the name, position, and place of employment for your spouse (if married) and the names and ages of your children (including stepchildren and children by a previous marriage).

Spouse:

**Paul J. Kiernan
Holland & Knight LLP
Suite 1100
800 17th Street, N.W.
Washington, D.C. 20006**

Children:

**Caroline Kiernan (29)
Katherine Kiernan (27)
Christopher Kiernan (24)
William Kiernan (19)**

7. List all college and graduate degrees. Provide the year and school attended.

**A.B. Political Science and History, Brown University (1981)
J.D. *cum laude*, Georgetown University Law Center (1986)**

8. List all post-undergraduate employment, and highlight all management-level jobs held and any non-managerial jobs that relate to the position for which you are nominated.

Special Counsel, Office of the White House Counsel, Executive Office of the President, Washington, D.C. (February 2021 – present)

Managing Member, Kiernan PLLC, Washington, D.C. (April 2019 – present)

Senior Advisor, Biden Transition Project, Washington, D.C. (July 2020-January 2021)

Litigation Partner, Akin Gump Strauss Hauer & Feld LLP, Washington, D.C. (July 2015 – March 2019)

Senior Advisor, U.S. Mission to UN, New York, New York (September – December 2014)

Consultant, White House Council on Women and Girls, Executive Office of the President, Washington, D.C. (March 2014 – June 2014)

Deputy Counsel to the President, Office of the White House Counsel, Executive Office of the President, Washington, D.C. (August 2011 – March 2014)

Partner (1995-2011) and Associate (1988-1994) Zuckerman Spaeder LLP, Washington, D.C. (August 1988 – August 2011)

Consultant, Office of the White House Counsel, Executive Office of the President, Washington, D.C. (May – July 2009)

Associate, Kirkland & Ellis, Washington, D.C. (October 1986 – August 1988)

Summer Associate, Wald Harkrader & Ross, Washington, D.C. (1985)

Summer Associate (June-August) and Law Clerk (September-May) Sherman Meehan & Curtin, Washington, D.C. (Summer 1984 – Spring 1985)

Staff Assistant, U.S. House of Representatives, Committee on Banking, Finance & Urban Affairs, Washington, D.C. (February 1982 – August 1983)

Waitress, restaurant in Closter, N.J. (June est. 1981 – January 1982)

9. Attach a copy of your resume.

Attached.

10. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above, within the last ten years.

None.

11. List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership,

or other business, enterprise, educational, or other institution within the last ten years.

In addition to the positions identified in response to item 8, above:

**Director, Children’s National Medical Center, Washington, D.C.
(January 2017-present)**

**Director, Bearacuda RE (insurance subsidiary of Children’s National
Medical Center), George Town, Cayman Islands (January 2016-
present)**

**Director, Children’s Law Center, Washington, D.C. (May 2017-May
2020)**

**Trustee, D.C. Public Defender Service, Washington, D.C. (October
2009-August 2011)**

**Center Fellow, Partnership for Public Service, Center for Presidential
Transition, Washington, D.C. (December 2019-present)**

12. Please list each membership you have had during the past ten years or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religiously affiliated organization, private club, or other membership organization. (For this question, you do not have to list your religious affiliation or membership in a religious house of worship or institution.). Include dates of membership and any positions you have held with any organization. Please note whether any such club or organization restricts membership on the basis of sex, race, color, religion, national origin, age, or disability.

Maryland State Bar Association (1986-present)

**District of Columbia Bar Association (1987-present; listed under
maiden name)**

American Bar Association (various time periods prior to 2012; 2015-19)

**Chevy Chase Recreation Association (local swim and tennis club) (1997
est.-present)**

Sulgrave Club (2020-present) (women’s club)

St. Albans School Parents' Association (2008-2020), Chair, Faculty Grant Committee (2016-20)

13. Have you ever been a candidate for and/or held a public office (elected, non-elected, or appointed)? If so, indicate whether any campaign has any outstanding debt, the amount, and whether you are personally liable for that debt.

I have never been a candidate for elective office. In addition to the government positions identified in paragraph 8 above, I was nominated by President Obama to be the U.S. Representative to the U.N. for Management and Reform (PN 1116, 113th Cong.) Shortly after the nomination was submitted, the health condition of an immediate family member deteriorated and made it impossible for me to take on the position and I requested that the President withdraw the nomination. That formal notice of withdrawal was transmitted to the Senate on January 30, 2014.

14. List all memberships and offices held with and services rendered to, whether compensated or not, any political party or election committee within the past ten years. If you have held a paid position or served in a formal or official advisory position (whether compensated or not) in a political campaign within the past ten years, identify the particulars of the campaign, including the candidate, year of the campaign, and your title and responsibilities.

Volunteer Advisor, Biden for President 2020, VP Selection Vetting Team

Volunteer, Clinton for President 2016, VP Selection Vetting Team

15. Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$500 or more for the past ten years.

Biden for President	\$2,800	4-27-20
Wexton for Congress	\$500	3-13-20
Biden for President	\$2,800	3-4-20
Hickenlooper for Colorado	\$500	12-4-19
Kaine for Virginia	\$1,000	9-23-19

Kaine for Virginia	\$1,000	9-30-18
Rosen for Nevada	\$500	4-23-18
Kaine for Virginia	\$2,450	3-17-18
Gillibrand for Senate	\$500	11-29-17
Delgado for Congress	\$500	9-29-17
Wexton for Congress	\$500	9-23-17
Luann Bennett for Congress	\$2,000	10-18-16
Hillary Victory Fund	\$5,400	9-6-16
Hillary for America	\$2,700	6-30-16
Debbie Wasserman Schultz for Congress	\$500	3-25-16
Kathleen Matthews for Congress	\$1,000	3-24-16
Hillary for America	\$2,700	2-12-16
Bennet Colorado Victory	\$1,000	1-28-16
Bennet for Colorado	\$1,000	1-28-16
Scott Peters for Congress	\$1,000	9-21-15
Van Hollen for Senate	\$500	4-7-15
Udall for Colorado	\$500	7-24-13
Montanans for Tester	\$1,000	6-27-11
Friends of Doug Gansler	\$1,000	5-6-14
Re-Elect Brandon Todd	\$500	12-3-19
Mendelson for Chairman 2018	\$1,000	6-10-18

16. List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognition for outstanding service or achievements.

None.

17. Please list each book, article, column, Internet blog posting, or other publication you have authored, individually or with others. Include a link to each publication when possible. Also list any speeches that you have given on topics relevant to the position for which you have been nominated. Do not attach copies of these publications unless otherwise instructed.

Publications:

“The Criminal Enforcement of Federal Campaign Finance and Election Laws: Chapter 18,” Eleanor H. Smith, Steven M. Salky, and Leslie Berger Kiernan, Thomson West’s *Political Activity, Lobbying Laws and Gift Rules Guide 3d* (multiple editions)

“Political Patronage and the Revolving Door: Chapter 14,” Eleanor H. Smith and Leslie Berger Kiernan, Thomson West’s *Political Activity, Lobbying Laws and Gift Rules Guide 3d* (multiple editions)

This handbook is updated annually to reflect new cases and other changes in the law. I contributed to the above-referenced chapters when I was in private practice during approximately the time periods 2008-11 and 2015-19.

Speaking Engagements:

I have not given formal speeches but have from time to time participated in panels and served as a guest speaker in academic settings (principally law school classes).¹ Below is a list of those engagements I have been able to identify through a review of my records.

¹ When I served at USUN (September – December 2014) I was asked on occasion to deliver statements on behalf of the U.S. reflecting U.S. policy on matters on the agenda during the term of the General Assembly. I delivered some of these in the General Assembly and some in U.N. Committees. All of the texts were prepared by the State Department.

Panelist, American Health Lawyers Association, “Governance Conflicts of Interest” (October 13, 2020)

Panel Moderator, Georgetown University Law Center, Journal of National Security Law and Policy, “Foreign Ties in the National Security Context: The Politics & Policies of Disclosure,” (February 2018)

Panel Moderator, Association of Corporate Counsel, National Capital Region, Moderator, panels on Crisis Management (September 2017), Lawyer as Witness (February 2016)

Panelist, New York City Bar Association, 6th Annual White Collar Crime Institute, panel on Congressional Investigations (May 2017)

Guest Speaker, U.S. Department of Justice, National Advocacy Center, Public Corruption Seminar, Perspective of Defense Lawyers (November 2016)

Panelist, Virginia Journal of Criminal Law Symposium “Complex White Collar Litigation: Fraud and Compliance,” (February 2016)

Guest Speaker on Government Ethics, the Role of the White House Counsel, the Role of Women in Law Firms, multiple occasions, 2014—2020 (Columbia Law School seminar, Harvard Law School winter term course, University of Virginia Law School symposium, Penn State Dickinson School of Law, University of Georgia Law School)

Podcast, Transition Lab, Partnership for Public Service, “Navigating the Screening Process for High Level Political Appointees” (June 22, 2020)

Guest Speaker, TedX Stone Ridge School of the Sacred Heart (Bethesda, MD), “Taking Responsibility for Balance in Your Life” (Dec. 3, 2015)

18. List all digital platforms (including social media and other digital content sites) on which you currently or have formerly operated an account, regardless of whether or not the account was held in your name or an alias. Include the name of an “alias” or “handle” you have used on each of the named platforms. Indicate whether the account is active, deleted, or dormant. Include a link to each account if possible.

LinkedIn -- www.linkedin.com/in/leslie-kiernan-1b9252116

19. Please identify each instance in which you have testified orally or in writing before Congress in a governmental or non-governmental capacity and specify the date and subject matter of each testimony.

None.

20. Given the current mission, major programs, and major operational objectives of the department/agency to which you have been nominated, what in your background or employment experience do you believe affirmatively qualifies you for appointment to the position for which you have been nominated, and why do you wish to serve in that position?

The General Counsel serves as chief legal advisor to the Secretary and Department leadership and as chief legal officer for the Department. The General Counsel's responsibilities include ensuring that the laws that Congress has enacted are faithfully implemented and enforced, advising on policies that further the Department's mission, promoting the rule of law, and providing leadership, guidance and support to the many talented and committed lawyers who work at Commerce.

I believe my experience in the private sector and in government has prepared me for this position and given me an understanding of the appropriate role of a General Counsel. I have private practice and government experience in a wide range of legal matters, including litigation, enforcement, and compliance matters. In private practice, I have represented private companies, public agencies, and public officials in oversight matters, conducted internal investigations, provided strategic counsel, and helped entities design and implement compliance and ethics programs.

As Deputy White House Counsel in the Obama-Biden Administration, and more recently as a Special Counsel in Biden-Harris Administration, I have provided advice on a variety of legal, risk-management, policy, and oversight issues. As a consultant to the White House Council on Women and Girls, I worked on the Summit for Working Families in the 21st Century and sought to enhance leadership opportunities for women and girls in the public and private sectors. As a senior advisor at the U.S. Mission to the U.N., I provided advice on a variety of legal and management issues that arose during the 69th Session of the General Assembly.

My experience also includes four years as a director at Children's National Medical Center, a Top-10 children's hospital and academic medical center. I chair the legal affairs, risk and compliance committee and serve on a number of other committees including audit, nominating and corporate governance, and special committees overseeing the hospital's recent merger, its governance restructuring, and IT and intellectual property matters.

It would be an honor to serve and to bring my skills to bear to assist the Secretary and the Department in fulfilling its mission during this critical time.

21. What do you believe are your responsibilities, if confirmed, to ensure that the department/agency has proper management and accounting controls, and what experience do you have in managing a large organization?

The General Counsel is part of the senior leadership team whose responsibilities include ensuring that the Department complies with all applicable laws and regulations and manages the Department's resources and people to achieve organizational goals. I have substantial experience in the areas of government reform, accountability, and oversight. As a government lawyer, I have designed and implemented compliance programs and worked with inspectors general in various government agencies, with the Office of Special Counsel on whistleblower investigations and Hatch Act matters, and with the Office of Government Ethics. I have also served as a White House ethics official.

I also developed substantial experience in risk management and governance from my service as a director, vice-chair and acting chair of the Board at Children's National. I was a key member of the management team as a partner at Zuckerman Spaeder, including holding positions as the first woman on the firm's executive committee and its partner compensation committee, and as the firm's hiring partner. I have managed teams of lawyers on numerous cases in private practice and had significant management responsibilities as Deputy White House Counsel. More recently, I have gained experience in managing my own law firm.

22. What do you believe to be the top three challenges facing the department/agency, and why?

I believe the biggest challenge facing the Department is to effectively address the economic damage caused by the pandemic. Sound implementation of applicable CARES Act and ARP Act grant-funding provisions, for example, will enable the Department to fulfill its mission to spur good paying jobs and grow the economy, particularly in those regions and among those communities hardest hit by the pandemic. In addition, it will also give the American people faith in the government's ability to work for them especially during times of crisis.

Second, the Department must continue to work to protect American competitiveness in global markets and national security by promoting trade and enforcing trade agreements, export-control laws and laws against unfair trade practices.

Third, like all government agencies and businesses throughout the country, the Department should work to ensure that its IT, cybersecurity posture and infrastructure are strong enough to allow it to meet its responsibilities.

B. POTENTIAL CONFLICTS OF INTEREST

1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients, or customers. Please include information related to retirement accounts.

None.

2. Do you have any commitments or agreements, formal or informal, to maintain employment, affiliation, or practice with any business, association or other organization during your appointment? If so, please explain.

No. Kiernan PLLC, a professional limited-liability corporation in the District of Columbia of which I am the sole proprietor, will be inactive during my government service.

3. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

All potential conflicts of interest of which I am aware are described in my ethics agreement, which I understand has been provided to the Committee. I consulted with ethics officials at the Department of Commerce and the Office of Government Ethics in connection with my nomination. If an actual or potential conflict arises during my appointment, I will consult with ethics officials at the Department of Commerce and take actions necessary to resolve the conflict.

4. Describe any business relationship, dealing, or financial transaction which you have had during the last ten years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

I am not aware of any such possible conflict other than those addressed by my ethics agreement. I have consulted with ethics officials at the Department of Commerce and the Office of Government Ethics in connection with my nomination. If an actual or potential conflict arises

during my appointment, I will consult with ethics officials at the Department of Commerce and take actions necessary to resolve the conflict.

5. Identify any other potential conflicts of interest, and explain how you will resolve each potential conflict of interest.

I am not aware of any other potential conflicts of interest.

6. Describe any activity during the past ten years, including the names of clients represented, in which you have been engaged for the purpose of directly or indirectly influencing the passage, defeat, or modification of any legislation or affecting the administration and execution of law or public policy.

I have not engaged in any such activity.

C. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics, professional misconduct, or retaliation by, or been the subject of a complaint to, any court, administrative agency, the Office of Special Counsel, professional association, disciplinary committee, or other professional group?

No.

If yes:

- a. Provide the name of agency, association, committee, or group;
- b. Provide the date the citation, disciplinary action, complaint, or personnel action was issued or initiated;
- c. Describe the citation, disciplinary action, complaint, or personnel action;
- d. Provide the results of the citation, disciplinary action, complaint, or personnel action.

Not applicable.

2. Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority of any Federal, State, county, or municipal entity, other than for a minor traffic offense? If so, please explain.

No, not applicable.

3. Have you or any business or nonprofit of which you are or were an officer ever been involved as a party in an administrative agency proceeding, criminal proceeding, or civil litigation? If so, please explain.

No, not applicable.

4. Have you ever been convicted (including pleas of guilty or *nolo contendere*) of any criminal violation other than a minor traffic offense? If so, please explain.

No, not applicable.

5. Have you ever been accused, formally or informally, of sexual harassment or discrimination on the basis of sex, race, religion, or any other basis? If so, please explain.

No, not applicable.

6. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be disclosed in connection with your nomination.

None.

D. RELATIONSHIP WITH COMMITTEE

1. Will you ensure that your department/agency complies with deadlines for information set by congressional committees, and that your department/agency endeavors to timely comply with requests for information from individual Members of Congress, including requests from members in the minority?

Yes.

2. Will you ensure that your department/agency does whatever it can to protect congressional witnesses and whistleblowers from reprisal for their testimony and disclosures?

Yes.

3. Will you cooperate in providing the Committee with requested witnesses, including technical experts and career employees, with firsthand knowledge of matters of interest to the Committee?

Yes.

4. Are you willing to appear and testify before any duly constituted committee of the Congress on such occasions as you may be reasonably requested to do so?

Yes.

(Nominee is to include this signed affidavit along with answers to the above questions.)

F. AFFIDAVIT

Leslie B. Kiernan, being duly sworn, hereby states that he/she has read and signed the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of his/her knowledge, current, accurate, and complete.

Leslie B. Kiernan
Signature of Nominee

Subscribed and sworn before me this 2nd day of April, 2021.

[Signature]
Notary Public



District of Columbia: SS

Subscribed and Sworn to before me

this 2nd day of April, 2021

[Signature]
Notary Public, D.C.

My commission expires 01/01/2023

LESLIE B. KIERNAN



EXPERIENCE

THE WHITE HOUSE, EXECUTIVE OFFICE OF THE PRESIDENT

SPECIAL COUNSEL, OFFICE OF THE WHITE HOUSE COUNSEL

FEBRUARY 2021—PRESENT

- Serve as senior advisor to White House Counsel and Director of Presidential Personnel

KIERNAN PLLC, WASHINGTON, DC

FOUNDING PARTNER APRIL 2019—PRESENT

- White-collar, civil-litigation, and strategic counseling for individuals and businesses, including representations of
 - Multiple current and former government officials in government investigations and confirmation-related matters
 - Government-advisory firm in federal-court lawsuit
 - Businesses and individuals in COVID-19 legal matters
 - Trade association in civil litigation in federal court regarding False Claims Act and as amicus in U.S. Supreme Court regarding Affordable Care Act
 - Business in acquisition of commercial property in U.S. Virgin Islands and negotiation of multiple agreements with government and not-for-profit entities regarding economic recovery efforts
 - Government-advisory firm and multinational corporation in compliance matters

BIDEN TRANSITION PROJECT, WASHINGTON, DC

SENIOR ADVISOR JULY 2020—JANUARY 2021

- Advise Office of General Counsel and Transition leadership on various legal, government ethics, and compliance matters

AKIN GUMP STRAUSS HAUER & FELD, WASHINGTON, DC

LITIGATION PARTNER JULY 2015—MARCH 2019

- White-collar and civil-litigation practice for individuals and businesses
 - Represent trade association in congressional investigations and litigation matters and in amicus briefs in federal district and appellate courts in Affordable Care Act lawsuits
 - Represent health insurers in Affordable Care Act lawsuits
 - Represent device manufacturer in HHS/CMS litigation
 - Represent international financial institution in congressional-oversight investigations and advise on conflicts of interest and related matters
 - Represent current and former government officials in investigative and civil matters
 - Represent Cabinet and sub-Cabinet officials and White House officials in ethics and confirmation-related matters

U.S. MISSION TO THE UNITED NATIONS, DEPARTMENT OF STATE

SENIOR ADVISOR

SEPTEMBER 2014—DECEMBER 2014

- Nominated by President Obama to serve as Alternate Representative of the United States to the 69th Session of the UN General Assembly
- Represent U.S. in conferences and meetings and before the General Assembly
- Advise on variety of legal and policy issues

THE WHITE HOUSE, EXECUTIVE OFFICE OF THE PRESIDENT

DEPUTY COUNSEL TO THE PRESIDENT, OFFICE OF THE WHITE HOUSE COUNSEL

AUGUST 2011—MARCH 2014

- Advise White House officials on wide range of compliance, risk-management, oversight, public-private partnership, public policy, and other legal matters
- Liaison to Executive Branch and independent agencies on variety of legal matters
- Develop and oversee implementation of legal compliance and ethics programs for White House and serve as senior White House ethics official
- Counsel to Office of the First Lady

CONSULTANT, WHITE HOUSE COUNCIL ON WOMEN AND GIRLS (MARCH—JUNE 2014)

- Advise and serve as liaison with government and nongovernment stakeholders on issues related to women in corporate leadership for Summit on Working Families in the 21st Century

ZUCKERMAN SPAEDER LLP, WASHINGTON, DC (1988-2011)

LITIGATION PARTNER JANUARY 1995—AUGUST 2011

LITIGATION ASSOCIATE AUGUST 1988—DECEMBER 1994

- White-collar-criminal and civil-litigation practice for individuals and businesses
 - Conduct internal investigation for university into allegations of financial impropriety
 - Conduct internal investigation for Maryland agency into allegations of financial impropriety
 - Represent large law firm in Inspector General investigation
 - Represent former bank president in criminal, regulatory and shareholder litigation
 - Represent public-relations firm in Foreign Agents Registration Act investigation
 - Represent former financial institution CFO in multiple enforcement and civil proceedings
 - Represent international labor union in congressional, civil and criminal proceedings
- Representation of Members of Congress, Executive Branch employees, and Federal employees in Independent Counsel, Congressional, and Justice Department investigations
 - Represent Members of Congress in ethics-committee investigations
 - Represent former Congressman in Department of Justice investigation
 - Represent multiple White House staff members in Whitewater and Campaign Finance Task Force investigations
 - Represent various corporations in investigations conducted by House and Senate Oversight Committees
- First woman on firm's Executive Committee, Partnership Board, and Partner Compensation Committee; served as firm Hiring Partner
- Led team of lawyers in successful pro bono representation of day laborers shortchanged for their work after Hurricane Katrina
- Listed in *The Best Lawyers in America* (White Collar Criminal Defense)

KIRKLAND & ELLIS LLP, WASHINGTON, DC
LITIGATION ASSOCIATE, SEPTEMBER 1986 — AUGUST 1988

U.S. HOUSE OF REPRESENTATIVES, COMMITTEE ON BANKING, FINANCE AND URBAN AFFAIRS,
STAFF ASSISTANT, FEBRUARY 1982 — AUGUST 1983

EDUCATION

GEORGETOWN UNIVERSITY, WASHINGTON, DC
J.D. CUM LAUDE

- SENIOR ARTICLES EDITOR, *GEORGETOWN LAW JOURNAL*
- MEMBER, *GEORGETOWN LAW JOURNAL*
- INSTRUCTOR, LEGAL RESEARCH AND WRITING PROGRAM

BROWN UNIVERSITY, PROVIDENCE, RI
A.B., POLITICAL SCIENCE AND HISTORY

BAR ADMISSIONS

ADMITTED TO PRACTICE IN THE DISTRICT OF COLUMBIA AND MARYLAND

COMMUNITY ACTIVITIES AND OTHER EXPERIENCE

- **CHILDREN'S NATIONAL MEDICAL CENTER, WASHINGTON, DC**
JANUARY 2015 — PRESENT
 - Acting Chair, Board of Directors, September 2020—December 2020
 - Vice Chair, Board of Directors, July 2019—present
 - Chair, Enterprise Risk, Compliance and Legal Affairs Committee, January 2017— present (Member, January 2015-January 2017)
 - Member, Nominating and Corporate Governance Committee, September 2017—present
 - Member, Audit Committee, January 2017—present
 - Member, Executive Compensation Committee, January 2017—present
 - Member, Subcommittee to Evaluate and Oversee CN-HSC Merger, January 2019— present
 - Member, IT Committee, Fall 2018—Fall 2020
 - Board of Directors, Bearacuda RE (insurance captive), January 2016—present
- **PUBLIC DEFENDERS' SERVICE FOR THE DISTRICT OF COLUMBIA**
 - Member, Board of Trustees, 2009-11 (federally funded organization that provides legal services to indigent defendants in criminal justice matters)
- **CHILDREN'S LAW CENTER, WASHINGTON, DC**
 - Member, Board of Directors, February 2017—May 2020 (not-for-profit that provides legal services to disadvantaged minors and spearheads variety of initiatives including Healthy Together, a medical-legal partnership that seeks to identify and resolve legal issues that contribute to health problems)
 - Member, Emeritus Board, May 2020—present

- **PARTNERSHIP FOR PUBLIC SERVICE, WASHINGTON, DC**
 - Fellow, Center for Presidential Transition, January 2020—present (not-for-profit nonpartisan organization focused on improving effectiveness of federal government through variety of programs including providing expertise to Presidential Transition teams)
 - *Transition Lab* podcast, “Navigating the Screening Process” (June 2020)

PUBLICATIONS, TEACHING, PANEL PARTICIPATION

“The Criminal Enforcement of Federal Campaign Finance and Election Laws: Chapter 18,” Eleanor H. Smith, Steven M. Salky, and Leslie Berger Kiernan, Thomson West’s *Political Activity, Lobbying Laws and Gift Rules Guide 3D* (multiple editions)

“Political Patronage and the Revolving Door: Chapter 14,” Eleanor H. Smith and Leslie Berger Kiernan, Thomson West’s *Political Activity, Lobbying Laws and Gift Rules Guide 3D* (multiple editions)

Panelist, American Health Lawyers Association, “Governance Conflicts of Interest,” (October 13, 2020)

Panel Moderator, Georgetown University Law Center, Journal of National Security Law and Policy, “Foreign Ties in the National Security Context: The Politics & Policies of Disclosure,” (February 2018)

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Panelist, U.S. Department of Justice, National Advocacy Center, Public Corruption Seminar, Perspective of Defense Lawyers (November 2016)

Panel Moderator, Association of Corporate Counsel, National Capital Region, panels on Crisis Management (September 2017), Lawyer as Witness (February 2016)

Panelist, Virginia Journal of Criminal Law Symposium “Complex White Collar Litigation: Fraud and Compliance,” (February 2016)

Guest Speaker on Government Ethics, the Role of the White House Counsel, the Role of Women in Law Firms, multiple occasions, 2014—2020 (Columbia Law School seminar, Harvard Law School winter term course, University of Virginia Law School symposium, Penn State Dickinson School of Law, University of Georgia Law School)