

## Dr. Gary M. Shiffman

Managing Director



### Areas of Focus:

- Terrorism, insurgency, and organized crime
- Border security and facilitation
- Emergency/incident management, institutional resiliency
- Business growth in challenging markets
- Global economic trends and national/homeland security

### Previous Government Service:

- Professor, Security Studies, Georgetown University School of Foreign Service (2002 – pres)
- Sr. Vice President, General Manager, L-3 Services Group and L-3 Risk Management Solutions, GS&ES (2006-2009)
- Chief of Staff, U.S. Customs and Border Protection, U.S. Department of Homeland Security (2004-2006)
- National Security Advisor, U.S. Senate (1996-2000)
- U.S. Navy, Gulf War veteran.

Dr. Shiffman brings to the Chertoff Group a deep terrorism/counter-terrorism expertise married with successful P&L experience at a Fortune 200 corporation. A prominent economist, he is well known for his perceptive application of economic insights to business leadership, and national and homeland security.

While at L-3, Dr. Shiffman developed a global strategy and associated organizational design for a \$4 billion business group to diversify into new security markets, and he turned around a \$100M business unit by focusing business structure, processes, and human capital on risk management and resiliency solutions.

During his tenure at DHS, Dr. Shiffman led many border security and facilitation policy initiatives, including the Secure Border Initiative Working Group which successfully re-engineered border enforcement and security processes. He also supported the development of the department's framework for risk management and metrics.

Prior government service includes appointment as National Security and Senior Policy Advisor to the leadership of the U.S. Senate, and positions in policy, planning, and operations in the US Department of Defense. He is a decorated combat veteran.

Dr. Shiffman earned a B.A. in Psychology from the University of Colorado, Boulder; an M.A. in National Security Studies from Georgetown University; and an M.A. and Ph.D. in Economics from George Mason University. He published *Economic Instruments of Security Policy* in 2006.