

Jennifer E. Lake

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Objective: A rewarding career in cybersecurity policy.

Strengths: Leadership, communication, analytical skills, management.

Professional Experience

**Columbia University SIPA &
Atlantic Council's Cyber Statecraft Initiative
Cyber Recommendations Project
Project Director**

November 2019 - present

- Consulting with the Atlantic Council's Cyber Statecraft Initiative and Columbia University's School of International and Public Affairs (SIPA) on their cyber recommendations project
- Providing advice and recommendations on the design, inclusion and exclusion criteria, and substantive content of the developing database

**Congressional Research Service
Acting Deputy Assistant Director
Government and Finance Division**

**Washington, DC, October 2016-March 2017
40 hours per week**

- Supported the Assistant Director of G&F managing a division of approximately 70 analysts and 3 administrative employees
- Lead the onboarding, training, and mentorship of two new Section Research Managers
- Managed 6 Section Research Managers
- Deployed expert policy knowledge in the fields relevant to the Division's work to ensure
 - products were designed to meet the needs of Congressional clients
 - research portfolios met both congressional needs and individual analyst development and promotion goals
- Conducted division-level review to
 - ensure quality and authoritativeness
 - give appropriate feedback to improve quality
 - ensure the products were properly organized and clearly addressed the policy question or product's purpose
- Provided counsel, review, and support regarding
 - performance reviews for analysts
 - conduct and performance issues with staff
 - administrative matters including leave administration
 - internal agency policy
- Participated fully in senior management activities including
 - regular senior division management team meetings

- agency policy committees

Congressional Research Service

Washington, DC, 2010-October 2016

Section Research Manager, Federalism and Emergency Management

40 hours per week

- Developed, directed, managed, and coordinated the analytic research portfolios of 12 analysts conducting high-level support to the United States Congress. These portfolios included the following issues of national importance:
 - Cybersecurity
 - Homeland Security (strategy, Secret Service, appropriations)
 - Emergency Management (FEMA, emergency preparedness, response and recovery)
 - Federal Grants-in-Aid
 - Gun Control
- Lead research planning efforts:
 - engaged in regular and sustained research planning conversations with analysts in the section to balance the needs of the portfolio with the developmental needs of the individual analysts
 - deployed knowledge of congressional decision-making to ensure the research portfolio met the needs of Congressional clients
- Managed section resources in anticipation of, and in response to Congressional client needs:
 - initiated research projects and allocate assignments
 - lead substantive product design conversations with analysts to ensure that public policy problems were appropriately defined and conceptualized
 - evaluated research approaches, frameworks, analytic methodologies, and data
 - ensured that research is complete, appropriately developed, and that appropriate alternatives were identified and assessed
- Reviewed the written work to
 - ensure quality and authoritativeness
 - give appropriate and detailed feedback to improve products
 - ensure the products were properly organized and clearly addressed the policy question or product's purpose
- Responsible for the hiring and development of the first Cyber Security Analyst at CRS:
 - developed research portfolio for the analyst
 - developed research framework for the service-wide Cyber Security Team
- Responsible for hiring and developing the analyst team in the section
- Mentored new Section Research Managers

Congressional Research Service

Washington, DC, 2010-June 2017

Head of the CRS Appropriations Team

40 hours per week

- Directed the research of a team of more than 20 analysts from 6 divisions who were responsible for each of the 12 annual appropriations bills
- Utilized knowledge of congressional decision-making and the appropriations and budget process to design, prepare, and chair regular monthly meetings of the Appropriations Team to
 - ensure the team have all pertinent information
 - utilize meetings to work through difficult and challenging topics (sequester, funding lapse, budget control measures)

- developed service-wide guidance regarding challenging issues (sequester, funding lapse-etc.)
- foster an environment that encourages collaboration and participation
- encourage creativity and responsiveness in the development of new appropriations products
- Responsible for the Appropriations Status Table – one of the most accessed resource CRS provides for Congress
- Initiated and led the development of a new version of the Appropriations Status Table to meet the needs of Congressional clients
- Initiated and led the development of a completely unique database of appropriations actions from 1975-present

Congressional Research Service

Washington, DC, 2001-2010

Analyst in Domestic Security – Homeland and Border Security

40 hours per week

Provided high-level analytic support to the United States Congress

- conducted in-person briefings with Members and their staff throughout the legislative process on issues primarily related to homeland security and border security
- authored or co-authored numerous reports and memoranda
- Lead the CRS-wide Department of Homeland Security (DHS) Appropriations Team (16 analysts)
- Lead the CRS-wide Border Security team
 - developed the analytical framework and research agenda for the team for each Congress
 - managed team resources, initiated assignments, and delegated tasks to team members when responding to events or specific congressional requests
- Worked on projects and reviewed legislation developing the Department of Homeland Security
- Hired at CRS as a Presidential Management Fellow (PMF), and was converted to a permanent placement with CRS in August of 2003

City of Calabasas

Calabasas, CA 2000-2001

Transportation/Governmental Affairs Intern

10 hours per week

- Authored report concerning the impacts of residential development on the City of Calabasas' portion of the Los Angeles County Congestion Management Program
- Developed viable policy options for the mitigation of the developmental impacts
- Delivered report and research results to the Mayor and City Council, who adopted the recommended action

Economic Policy Institute

Washington, DC, Summer 2000

Intern

40 hours per week

- Developed a database of state-level economic data sources
- Wrote issue briefs on Social Security issues
- Performed data analysis on stock market trends and family budgets
- Assisted in editing a publication on the economics of crime.

Educational Experience

LBJ School of Public Affairs

Austin, Texas, 2017-present

PhD Student

- Awarded the Dean's Scholar Fellowship

- Selected as a Robert Strauss Center Cybersecurity Graduate Fellow
- Employed as Assistant to the LBJ Chair for National Policy, Admiral Bob Inman (USN ret.) (20 hours per week)
- Dissertation focus on cybersecurity policy.
- Completed graduate-level classes on cybersecurity technology for public policy and law, introduction to cyber policy and law, graduate seminar in national cybersecurity policy issues.
- Mentoring various master's degree students looking for careers in public policy.

Pepperdine University School of Public Policy

Malibu, California, 1999-2001

Master of Public Policy

International Relations, Economics

- Awarded partial scholarships for both academic years
- Co-authored Capstone thesis paper *Energy Crisis in California: Options for the Future*

University of Texas at Austin

Austin, Texas, 1996-1998

Bachelor of Arts, *Government*

- President Alpha Chapter of *Pi Sigma Alpha* the National, Political Science Honors Society (1997-98)
- Member *Golden Key National Honors Society* (Top 15% of Class)
- Nominated for *Mortar Board Leadership and Service Organization* (1997)

University of Toronto

Toronto, Ontario, 1994-1996

N/A, two years of works towards BA, *International Relations and Political Science*

Teaching Experience

- Spring 2017 – Presented Seminar on the Federal Budget and Appropriations Process for master's students at the LBJ School
- Fall 2018 – Guest-taught two sessions of a Graduate-level public policy class on conducting public policy analysis

Conference Activity

- Pre-published co-authored paper, *Police Accreditation: What Difference Does It Make for Issues that Matter?* accepted at the American Society for Public Administration's 2020 annual conference (delayed due to COVID-19) Co-authors: Abner, Gordon, and Cullin Merritt.
- Pre-published co-authored paper, *Police Accreditation: What Difference Does It Make for Issues that Matter?* accepted at the Public Management Research Association 2020 conference (delayed due to COVID-19) Co-authors: Abner, Gordon, and Cullin Merritt.
- Poster titled *Latent Cybersecurity Policy Constructs: Lessons from Congress' Approach to Cybersecurity in the 99th Congress* accepted at the Women in Cybersecurity's 2020 annual conference (delayed due to COVID-19).

Academic Competitions

- 2019 Atlantic Council Cyber 9/12 National Competition

- 2019 Atlantic Council Cyber 9/12 Austin Regional Competition
- 2019 Atlantic Council Cyber 9/12 New York Regional Competition

Selected Publications

Congressional Research Service Reports

Lake, Jennifer (2016), *Mass Shootings and Terrorism: CRS Products*, Washington, D.C., Congressional Research Service.

Lake, Jennifer, Villareal, Angeles, (2010) *Security and Prosperity Partnership of North America: An Overview of Selected Issues*, Washington, D.C., Congressional Research Service. 8pp.

Lake, Jennifer, et. al (contributor, 2009), *American Recovery and Reinvestment Act of 2009 (P.L.111-5): Summary and Legislative History*, Washington, D.C., Congressional Research Service. 48pp.

Lake, Jennifer, Frittelli, John, (2007), *Terminal Operators and Their Role in U.S. Port and Maritime Security*, Washington, D.C., Congressional Research Service. 14pp.

Lake, Jennifer (2007), *Border Security: The Complexity of the Challenge*, Washington, D.C., Congressional Research Service. 15pp.

Lake, Jennifer, et. al. (contributor, 2006), *FY2006 Supplemental Appropriations: Iraq and Other International Activities; Additional Hurricane Katrina Relief*, Washington, D.C., Congressional Research Service. 94pp.

Lake, Jennifer, et. al. (contributor, 2005), *Reallocation of Hurricane Katrina Emergency Appropriations: Defense and Other Issues*, Washington, D.C., Congressional Research Service. 27pp.

Lake, Jennifer, et. al. (coordinator, 2005), *Border and Transportation Security: Overview of Congressional Issues*, Washington, D.C., Congressional Research Service. 20pp.

Lake, Jennifer (2003), *Temporary Programs to Extend Unemployment Compensation*, Washington, D.C., Congressional Research Service. 24pp.

Lake, Jennifer (2002), *Supplemental Security Income (SSI) for Children: A Fact Sheet*, Washington, D.C., Congressional Research Service. 2pp.

Individual reports on Department of Homeland Security Appropriations in each of the FYs 2006-2013.

Congressional Research Service Memoranda

Lake, Jennifer, coordinator (2016), *Response to Contaminated Drinking Water in Flint, Michigan: Federal Authorities, Roles, and Potential Issues*. Washington, D.C., Congressional Research Service. 15pp.

Lake, Jennifer, Painter, William (2012), *Comparative Budget Authority Chart for the Department of Homeland Security: FY2007-FY2012*. Washington, D.C., Congressional Research Service. 4pp.

Lake, Jennifer (2011), *Estimated Budget Authority for the Department of Homeland Security: Comparison of the FY2010 Amounts with the House-Passed version of H.R. 1, and the FY2012 President's Budget Request*. Washington, D.C., Congressional Research Service. 10pp.

Lake, Jennifer (2011), *The President's Budget Request Compared with Enacted Appropriations for the Department of Homeland Security*. Washington, D.C., Congressional Research Service. 2pp.

Lake, Jennifer (2011), *Potential Questions for a Senate Committee Hearing with Secretary of Homeland Security Napolitano*. Washington, D.C., Congressional Research Service. 8pp.

Lake, Jennifer, Jones, Vivian C., (2010), *Antidumping and Countervailing Duty Collection Issues*, Washington, D.C., Congressional Research Service. 9pp.

Lake, Jennifer, et.al. (2010), *Talking Points on Various Trade Issues*, Washington, D.C., Congressional Research Service. 9pp.

Lake, Jennifer, coordinator (2010), *Potential Hearing Questions Related to the Department of Homeland Security's FY2011 Budget Request*, Washington, D.C., Congressional Research Service. 9pp.

Lake, Jennifer, Fergusson, Ian, Elias, Bart, (2009), *General Issues Concerning the Potential Impact of Cargo Security Measures on Trade*, Washington, D.C., Congressional Research Service. 4pp.

Lake, Jennifer, Finklea, Kristin (2009) *The National Southwest Border Counternarcotics Strategy: Overview and Issues*, Washington, D.C., Congressional Research Service. 14pp.

Lake, Jennifer (2008), *Background for the Nomination of Governor Janet Napolitano for Secretary of Homeland Security*, Washington, D.C., Congressional Research Service. 10pp.

Lake, Jennifer (2008), *Estimated Department of Homeland Security Budget Authority FY2004-FY2009*, Washington, D.C., Congressional Research Service. 2pp.

Lake, Jennifer, et. al. (contributor, 2008), *New Trade Laws and Amendments from the 109th and 110th Congresses*, Washington, D.C., Congressional Research Service. 7pp.

Lake, Jennifer, Nanto, Dick, (2008), *Singapore's Port and Trade Security*, Washington, D.C., Congressional Research Service. 10pp.

Lake, Jennifer (2008), *Emergency Funding for Border Security in the Consolidated Appropriations Act, 2008 (P.L.110-161)*. Washington, D.C., Congressional Research Service. 5pp.

Lake, Jennifer (2008), *Border Barrier Funding and Provisions in the Consolidated Appropriations Act of*

FY2008 (P.L.110-161), Washington, D.C., Congressional Research Service. 3pp.

Lake, Jennifer, et. al. (contributor, 2007), *U.S. Trade Statutes: Expiration Dates and Mandated Periodic Reports to Congress*, Washington, D.C., Congressional Research Service. 15pp.

Lake, Jennifer (2007), *Hearing Questions: Northern Border Security*, Washington, D.C., Congressional Research Service. 6pp.

Lake, Jennifer (2007), *Homeland Security Funding*, Washington, D.C., Congressional Research Service. 7pp.

Lake, Jennifer (2007), *Department of Homeland Security: Estimated Discretionary Budget Authority, FY2001-FY2008 Request*, Washington, D.C., Congressional Research Service. 4pp.

Lake, Jennifer (2007), *Department of Homeland Security Hearing Questions*, Washington, D.C., Congressional Research Service. 11pp.

Lake, Jennifer (2007), *Federal Funding for Homeland Security*, Washington, D.C., Congressional Research Service. 31pp.

Lake, Jennifer, Nunez-Neto, Blas, Masse, Todd (2006), *Intelligence Support to Border Security*, Washington, D.C., Congressional Research Service. 17pp.

Lake, Jennifer (2006), *Customs Issues and Authorizations*, Washington, D.C., Congressional Research Service. 9pp.

Lake, Jennifer (2006), *Comparisons of Major Provisions of Port Security Legislation: S. 2459 (Reported in the Senate), H.R. 4954 (Passed in the House), and S. 1052 (reported in the Senate)*, Washington, D.C., Congressional Research Service. 30pp.

Lake, Jennifer, Nunez-Neto, Blas, Siskin, Alison, (2006), *Authorized and Actual Levels for Select Homeland Security Resources*, Washington, D.C., Congressional Research Service. 10pp.

Lake, Jennifer, Nunez-Neto, Blas, Siskin, Alison, *Authorized Levels for Select Homeland Security Personnel*, Washington, D.C., Congressional Research Services. 9pp.

Lake, Jennifer, et. al. (contributor, 2005), *Accounts Containing Earmarks in FY2005 Regular Appropriations Acts, By House Appropriations Subcommittee*, Washington, D.C., Congressional Research Service. 62pp.

Lake, Jennifer, et. al. (contributor, 2005), *Background and Possible Questions for Hearing on North American Cooperation on Border Security*, Washington, D.C., Congressional Research Service. 11pp.

Lake, Jennifer, Nunez-Neto, Blas (co-coordinators, 2005) *Authorization of Appropriations in the Intelligence Reform and Terrorism Prevention Act of 2004*, Washington, D.C., Congressional Research Service. 11pp.

Lake, Jennifer, Frittelli, John, (2005), *Federal Fees Assessed at U.S. Seaports*, Washington, D.C., Congressional Research Service. 4pp.

Lake, Jennifer, Nunez-Neto, (2006), *Immigration and Customs Enforcement Financial Management Issues*, Washington, D.C., Congressional Research Service. 4pp.

Lake, Jennifer, Seghetti, Lisa, Nunez-Neto, Blas (2005), *Authorized Levels for Select Homeland Security Personnel*, Washington, D.C., Congressional Research Service. 3pp.

Lake, Jennifer (2004), *Federal Funding for Homeland Security, FY2002-FY2005*, Washington, D.C., Congressional Research Service. 4pp.

Lake, Jennifer (2004), *Office of Air and Marine Operations: Issues for Congress*, Washington, D.C., Congressional Research Service. 8pp.

Lake, Jennifer (2004), *Positions Transferred to the Department of Homeland Security from Legacy Agencies (Customs, Immigration and Naturalization Service (INS), and Animal and Plant Health Inspection Service (APHIS))*, Washington, D.C., Congressional Research Service. 8pp.

Lake, Jennifer (2003), *Congressional Activity in the 108th Congress on Customs-related Issues*, Washington, D.C., Congressional Research Service. 3pp.

Lake, Jennifer (2003), *Questions Regarding the Merging of Training and Duties of Customs and Border Protection Officers*, Washington, D.C., Congressional Research Service. 5pp.

Lake, Jennifer, Seghetti, Lisa, (2003), *Immigration Enforcement Functions and Related Activities in the Bureau of Customs and Border Protection*, Washington, D.C., Congressional Research Service. 7pp.

Lake, Jennifer (2003), *Recent Customs-Related Border Security Initiatives and Mandatory Advance Electronic Cargo Information*, Washington, D.C., Congressional Research Service. 6pp.

Lake, Jennifer (2003), *Public Safety Officers' Benefits Program*, Washington, D.C., Congressional Research Service. 2pp.

Lake, Jennifer, Franco, Celinda, (2003), *Federal Unemployment Tax Act (FUTA) Revenues and Outlays by State*, Washington, D.C., Congressional Research Service. 4pp.

Lake, Jennifer, Franco, Celinda, (2002), *Updated Adjusted Seasonal Unemployment Trigger*, Washington, D.C., Congressional Research Service. 4pp.

Lake, Jennifer (2002), *Unemployment Compensation: A Fact Sheet*, Washington, D.C., Congressional Research Service. 2pp.

Lake, Jennifer (2002), *Functions Transferred to the Proposed Department of Homeland Security Arguably Not*

Directly Related to Homeland Security, Washington, D.C., Congressional Research Service. 7pp.

Lake, Jennifer (2002), *Social Security Administration Attorney Fee Payment System and Proposed Changes in S. 2700*, Washington, D.C., Congressional Research Service. 3pp.

Lake, Jennifer (2002), *Side-by-Side Comparison of H.R.4598 and S. 1615*, Washington, D.C., Congressional Research Service. 14pp.