

**Michèle Flournoy**  
**Co-Founder of WestExec Advisors & former Under Secretary of**  
**Defense for Policy**



Michèle Flournoy is Co-Founder and Managing Partner of WestExec Advisors, and former Co-Founder and Chief Executive Officer of the Center for a New American Security (CNAS), where she currently serves on the board.

Michèle served as the Under Secretary of Defense for Policy from February 2009 to February 2012. She led the development of the Department of Defense's 2012 Strategic Guidance and represented the Department in dozens of foreign engagements, in the media and before Congress.

Prior to confirmation, Michèle co-led President Obama's transition team at the Defense Department.

In the mid-1990s, she served as Principal Deputy Assistant Secretary of Defense for Strategy and Threat Reduction and Deputy Assistant Secretary of Defense for Strategy.

Michèle earned a bachelor's degree in social studies from Harvard University and a master's degree in international relations from Balliol College, Oxford University, where she was a Newton-Tatum scholar.

Ms. Flournoy recently addressed U.S.-China strategic competition in testimony before the [House Armed Services Committee](#).

*She has not previously testified before the Commission.*