

# MERRITT T. COOKE

## SUMMARY

---

Merritt T. (“Terry”) Cooke is the Founder, CEO & President of GC3 Strategy, a Mid-Atlantic-based international consultancy offering strategic services keyed to global project opportunities emerging from Greater China (China, Taiwan, HK, Singapore) and India. Core services include strategic planning, global government affairs, global project/process management, and capital formation advisory. In support of this mission, GC3 Strategy maintains headquarter offices in Philadelphia’s suburban technology corridor (Rosemont, PA), as well as an Asian office in the Taipei World Trade Center. The company is introduced at [www.gc3s.com](http://www.gc3s.com).

From 2006 – 2008, Terry served as Director for Asian Partnership Development of the World Economic Forum, the world’s premier global conference held annually in Davos, Switzerland.

From 2003 – 2006, Terry advised The Wharton School’s Lauder Institute (The Wharton School) as well as the City of Philadelphia on global business outreach. Since mid-2002, Terry has been a Senior Fellow at the Foreign Policy Research Institute in Philadelphia, PA. His research has helped bring policy focus to the accelerating economic integration taking place between Taiwan and China, particularly in the Information Technology sector. He has served as a Senior Consultant for the RAND Corporation and has provided testimony, during the 107<sup>th</sup>, 108<sup>th</sup>, and 109<sup>th</sup> Sessions of the U.S. Congress as an invited expert witness to the U.S.-China Commission. He also serves on several boards.

During a distinguished fifteen-year career with the U.S. Foreign Commercial Service (1988-2003), Terry held progressively more responsible positions at U.S. Missions in Asia (Taipei, Tokyo, Shanghai) and Europe (Berlin), including being the senior commercial representative of the United States in Taiwan and Berlin and the deputy senior commercial representative in Tokyo. This work involved consensus building with counterpart governments; with the CEO level in industry; and with top-levels of the Executive Branch of the U.S. Government. These positions required a variety of skills in complex, cross-cultural decision-making: transactional skills in major projects and in bilateral negotiations; policy and fund-raising skills in organizing international conferences and trade promotion events; and administrative skills in managing substantial budgets and staffs. Terry was nominated by the U.S. Department of Commerce and the White House to the Senior Foreign Service in March 2002; this nomination was confirmed by the U.S. Senate in June 2002.

For the past twenty-five years, Terry has worked to combine constructively the perspectives of government, business and academe, with particular emphasis on issues of globalization and commercial interdependence. Throughout, his focus has been international commerce, now the world’s main bridge of global interchange.

## PROFESSIONAL EXPERIENCE

---

### *Business:*

#### **Founding and Managing Director, GC3 Strategy**

*June 2002 – Current*

- Consulting for U.S. mid-Atlantic region and Asia, with emphasis on Greater China and India
- Investment 'Practice Groups' in Environmental, Financial, Distribution & Energy-related Services
- [www.gc3s.com](http://www.gc3s.com)

#### **Founder and Executive Director, GP2 BioResponse**

*April 2003 – December 2003*

- A Public/Private Initiative for SARS, HIV-AIDS & Bio-Terrorism Preparedness

### *Public Policy:*

#### **Senior Fellow, Foreign Policy Research Institute (Philadelphia, PA)**

*August 2002 – Current*

- Project Director, The Cross-Strait Information Technology Project

#### **Senior Consultant, RAND Corporation (Arlington, VA)**

*January 2004 – February 2005*

### *Government:*

#### **Senior Commercial Officer, American Institute in Taiwan**

*August 1999 – June 2002*

- Promoted to the Senior Foreign Service (June 2002)
- Organized/led the Taiwan Internet Appliance CEO Delegation to Silicon Valley/Seattle (April 2002)
- Conceived/organized the U.S. – Taiwan Biotechnology Initiative to PA, NJ, DE & MD (Sept. 2001)
- Conceived/organized the Taiwan & Greater China Information Technology Forum (March 2001)
- Developed USA Sources bilingual website ([www.usasources.org](http://www.usasources.org)) and CD-ROM outreach series

#### **Principal Commercial Officer, U.S. Embassy Berlin Office**

*May 1996 – June 1999*

- 1996 Meritorious Service Award, U.S. Department of Commerce
- Full program responsibility for two offices (Berlin, Leipzig) covering the former East Germany
- Transaction: assisted Southern Company's \$1 billion acquisition of Berlin's privatized electrical utility
- Conceived, organized, and managed fund-raising for "Neue Laender Video Conference Series"

### **Deputy Senior Commercial Officer, U.S. Embassy Tokyo**

*July 1994 – July 1995*

- Supervisory responsibility for six Commercial Service offices throughout Japan
- Personnel responsibility for 58 American and Japanese national employees
- Budgetary responsibility for \$5.6 million operating budget
- 1995 Meritorious Service Award, U.S. Department of Commerce

### **Commercial Attaché, U.S. Embassy Tokyo**

*July 1991 – July 1994*

- High Tech Unit Chief, *January 1993 – July 1994*
  - Transaction: Brokered \$320 million agreement with Govt of Japan for U.S. medical instruments
- Automotive & Aerospace Unit Chief, *July 1991 – January 1993*
  - Transaction: Negotiated 6 auto standards for President Bush's 1992 Global Partnership Agreement
  - 1993 Meritorious Service Award, U.S. Department of Commerce

### **Commercial Officer, U.S. Consulate General Shanghai**

*July 1988 – July 1990*

- 1990 Superior Honor Award for Service during Tiananmen Incident, U.S. Consulate General Shanghai
- 1990 Award for Sustained Superior Performance, U.S. & Foreign Commercial Service
  - Transaction: Secured ExIm Bank Financing for GRS Inc. in Shanghai Metro Project

## **BOARD DIRECTORSHIPS/ADVISORY POSITIONS**

---

Managing Director, Overture Financial LLC ([www.overturefinancial.com](http://www.overturefinancial.com)), New York City, April 2005 - Current

Member of the Steering Committee, **The Splendor of China**, The City of Philadelphia's 10-day celebration of business, conference, cultural and sports events with China, October 6, 2003 - Current

Advisor for Global Business Outreach, **University of Pennsylvania/Lauder Institute** Center for Int'l Business Education & Research (**CIBER**), July 2003 – October 2006

Member of the Strategic Planning Team for the **Greater Philadelphia Global Partnership (GP2)**, convened by the City of Philadelphia and *Innovation Philadelphia*, April 9, 2003 - Current

Director, **U.S.-Taiwan Business Council** (Honorary), January 1, 2003 – Current

Director, **American Chamber of Commerce in Taiwan** (Ex Officio), 1999 – 2002

Director, **American Chamber of Commerce in Berlin** (Ex Officio), 1996 – 1999

Director, **American Chamber of Commerce in Shanghai** (Ex Officio), 1988 – 1990

## PROFESSIONAL PUBLICATIONS

---

“Taiwan’s Economy: Missing a Needed ‘Link’ to China and the World” in **China Brief**, Vol VI, Issue 20 (The Jamestown Foundation, October 4, 2006) pp. 4-7

“Taiwan’s FTA Bid: Process & Prospects from the Global IT Supply Chain Perspective” in **The Shifting Paradigm in U.S., China and Taiwan Relations: Causes and Implications for U.S. Economic, Security and Strategic Interests**, ed. Peter C.Y. Chow, Edward Elgar Publishers, Northampton MA (currently under publication)

“Prospects for a U.S.-Taiwan Free Trade Agreement” in **Foreign Policy Research Institute E-Notes**, Philadelphia PA (July 12, 2006) and in **Taiwan Business Topics**, Vol. 36, No. 8 (American Chamber of Commerce in Taipei, August 2006) pp.8-9

Transcription of Merritt T. Cooke’s Testimony in **China’s Military Modernization and Cross-strait Balance**, A Hearing before the U.S.-China Economic & Security Review Commission of the 109<sup>th</sup> Session of the U.S. Congress, pp. 267-276 (U.S. Government Printing Office, Wash DC, January 2006)

Transcription of Merritt T. Cooke’s Expert Witness Testimony in **China’s Growth as a Regional Economic Power: Impacts and Implications**, A Hearing before the U.S.-China Economic & Security Review Commission of the 108<sup>th</sup> Session of the U.S. Congress, pp. 46-73 (U.S. Government Printing Office, Wash DC, December 2003)

“Cross-Strait Economic Ties & the Dynamics of Globalization” in **Special Report Series of the Woodrow Wilson International Center**, January 2004, Washington DC

“The Politics of Greater China’s Integration into the Global Info Tech Supply Chain” in **The Journal of Contemporary China**, Vol. 13, No. 40 (2004), edited by Dr. Sui-sheng Zhao (Executive Director of Center for China-U.S. Cooperation, Graduate School of International Studies, Denver University)

“China and Taiwan: Growing Interdependent Across the Fault Line” in **Global Commentary**, vol. 1, no. 1, Global Interdependence Center, Philadelphia PA (June 2003)

“Business & Politics Across the Taiwan Strait” in **Foreign Policy Research Institute E-Notes**, Philadelphia PA (October 24, 2002)

“Prepared Statement of Merritt T. Cooke” in **Compilation of Hearings Held Before the U.S.-China Security Review Commission** of the 107<sup>th</sup> Session of the U.S. Congress, pp. 356-361 (U.S. Government Printing Office, Washington DC; May 2002)

“Taiwan and the Effects of WTO” in **America in Asia Pacific 2002/3** (Stroudgate, 2002)

“A Trade Partner’s Perspective on Innovation in Globalizing Taiwan” in **Economic Review** (September-October 2001)

“East German Economic Marathon” in **Focus on Germany**, Vol 9, No. 8 (August 1999)

“The Strategic Dimension of U.S.-Japan Corporate Alliances” in **The Washington-Japan Journal** (vol. IV, no. 3) Fall 1995

## **PROFESSIONAL MEDIA/INTERVIEWS & SPEAKING EVENTS**

---

Invited Commentator, “Lenovo Pays Price of Admission to Global Marketplace” at **Reuters’ China Century Summit** (September 4–8, 2006, [www.summitnotebook.reuters.com/2006/09/06/outside-expert-cooke](http://www.summitnotebook.reuters.com/2006/09/06/outside-expert-cooke))

Speaker, ‘China: Risk, Reward & How to Win’ at **U.S. Department of Commerce Conference** (Ronald Reagan Building, WashDC, May 18, 2006)

Speaker, Free Trade Agreements and the Case for Taiwan at **Sigur Center for Asian Studies/Elliott School of International Affairs**, The George Washington University (WashDC, April 13, 2006)

Discussant, Roundtable with Wang Zaixi, Vice Minister of the Taiwan Affairs Office of the PRC State Council at **American Enterprise Institute** (Wash DC, November 30, 2005)

Speaker, China’s Future Direction at **World Affairs Council** of Reading & Bucks County (Reading PA, October 2005 & December 2004)

Invited Expert Witness at **U.S.-China Economic and Security Review Commission’s** Public Hearing on “China’s Military Modernization and Cross-strait Balance” of the 109<sup>th</sup> Session of the U.S. Congress (WashDC, September 15, 2005)

Participant, Asian Scenario Seminar Game at **U.S. Army War College** (Carlisle PA, August 2-4, 2005)

Speaker, The Politics of the Pockbook: National Elections and their Impact on the Global Economy at **National Association for Business Economics (NABE)/Global Interdependence Center (GIC) Joint International Monetary & Trade Conference** (Philadelphia PA, October 3-5, 2004)

Speaker, Technology’s Critical Triumvirate – U.S.-Taiwan-China Integration at **Center for Strategic and International Studies (CSIS) & U.S. Taiwan Business Council Joint Seminar** (WashDC, May 27, 2004)

Panelist, On Common Ground 2004 Conference at **Forum for American/Chinese Exchange at Stanford** (Palo Alto CA, April 11-17, 2004)

Panelist, Taiwan’s Presidential Election – Implications for America at **The Heritage Foundation** (WashDC February 10, 2004)

Invited Expert Witness at **U.S.-China Economic and Security Review Commission’s** Public Hearing on China’s Regional Impact and Implications for the U.S.” of the 108<sup>th</sup> Session of the U.S. Congress (WashDC, Dec. 4, 2003)

Speaker, Cross-Strait Economic Ties: Agent of Change or Trojan Horse? at the **Woodrow Wilson International Center Seminar**, Washington DC (Nov. 3, 2003)

Speaker, **Semiconductor and Information Technology Development in China: Status and Implications**, an unclassified panel for the Advanced Electronic Device Working Group of the Scientific and Technical Intelligence Committee organized by MITRE Corp. (Sept. 25, 2003; McLean, VA)

Moderator of the “Arrival of a Wider Class of Foreign Institutional Investors” Panel at the **Investing in China’s Financial Markets** Conference Asia Society, NY ( Sept. 22, 2003)

Moderator, “BioPartnering” Panel at the **Bio/Pharm 2003** Conference (Sept. 19-20, 2003, Philadelphia, PA)

Commentator, “Democracy in Taiwan” Panel at the **Democratization – and its Limits – in Greater China** Conference co-sponsored by the Foreign Policy Research Institute and the Institute of International Relations (Sept. 18-19, 2003, Phila., PA)

Moderator of the ‘Taiwan -China Semiconductor Market Integration’ Panel at the **Taiwan and China Semiconductor Industry Outlook – 2003** Conference co-organized by the US-Taiwan Business Council & the Fabless Semiconductor Association in San Jose CA (Sept. 15-16, 2003 )

“Bridge Across the Taiwan Strait” by Peter T. Leach, **Journal of Commerce**, Monday September 15, 2003.

Speaker, **New Challenges & Opportunities in the Taiwan Strait: Defining America’s Role** organized by the National Committee on United States-China Relations (NCUSCR) Pocantico Conference Center, NY (Aug 8-10, 2003)

“China Watch: U.S. Takes Aim at China Over Chip Manufacturing Losses” by Dan Nystedt, **The Wall Street Journal** Online (July 7, 2003)

Speaker, **Asia's Emergence in Global Biotechnology: Opportunities for U.S. Alliances & Commercialization**, organized by Former FDA Commissioner Frank Young & Cosmos Bio Life Sciences Alliance, Washington DC (June 20, 2003)

Speaker, “The Politics of Greater China’s Integration into the Global Info Tech Supply Chain” at the Conference on **Taiwan, China & the U.S. in a Changing World: Opportunities and Challenges in the 21<sup>st</sup> Century**, University of Denver (May 3, 2003)

Green Team Leader on Cross-Straits Economics, **U.S. Dept. of Defense/Defense Intelligence Agency Strategic Coercion Wargame**; Science Applications International Corporation (SAIC), McLean VA (March 19 & April 29 – May 2, 2003)

Speaker and Co-Organizer, **China’s Growing IT Industry**, Asia Society Washington Corporate Series Panel, Washington DC (April 17, 2003)

Lecturer, “Economic Relations between China and Taiwan,” **Foreign Policy Research Institute’s Asia Study Group**, Philadelphia (April 14, 2003)

Moderator, “State-Owned Enterprises: Competition from East & West” Panel at the **Wharton China Business Forum**, Philadelphia (March 29, 2003)

Speaker, **The Future of Biotechnology in the Philadelphia Region** Ben Franklin Technology Partners of Pennsylvania/Monte Jade Science & Technology Association, Valley Forge, PA (March 22, 2003)

Co-organizer of **The Role of Taiwan in the Post-WTO Global Supply Chain** Workshop at the 19<sup>th</sup> Modern Engineering & Technology Seminar and presenter of “The Strategic Role of Taiwan in US-China-Taiwan Global Co-opetition,” Taipei (Sept. 8-12, 2002)

“Greater China Briefing” at **The Asia/Pacific Midwest Business Conference**, Rosemont Conference Center, Illinois (April 9-10, 2002)

“Business Review” Television Interview on **Taiwan’s Biotech Industry** (February 23, 2002)

Interactive Participant, **The Economist Conference Group’s 6<sup>th</sup> Taiwan Roundtable: “Government Meets Industry,”** Taipei (November 19-20, 2001)

Producer, **US-Taiwan Biotech Business Summit** CD-ROM set (September 10, 2001)

Interview in “Cross-Strait Trade Poses a Question” by Marshall Tyler, **L.A. Times** (September 4, 2001)

Invited Expert Witness at the **U.S. Joint Congressional Commission** “Hearings Held Before the U.S.-China Security Review Commission” of the 107<sup>th</sup> Session of the U.S. Congress (August 2, 2001)

Interview “Biotechnology Industry Seeks Stronger US Ties,” in **Taipei Times** (July 16, 2001)

Profiled in “Taiwan Can Strengthen Its Competitiveness” (in Mandarin) in **Business Next** (July 1, 2001) pp. 214-6

Organizer of the **Taiwan and Greater China IT Forum**, University of Southern California (March 23, 2001)

Introductory Speaker at **Biotechnology in the Age of Post-Genomics & Information Technology Conference** hosted by China Development Industrial Bank (March 6, 2001)

Producer, **Bio-Informatics & Genomics Business Opportunities in Taiwan** CD-ROM (March 2001)

Interactive Participant, Intellibridge’s **The Global Scenarios Series: Emerging Markets, Emerging Technologies II**, Taipei (Feb. 15-16, 2001)

Producer, **Broadband Business Opportunities in Taiwan** CD-ROM (October 2000)

Interview in “Taiwan Could Build On Biotech From Info Tech” in **Dow-Jones Newswire** (September 15, 2000)

“The Direction of US-Taiwan Cooperation in Global Biotechnology” at the **24<sup>th</sup> Joint Conference of ROC-USA & US-ROC Business Councils**, Taipei (June 14-16, 2000)

Executive Committee Invitee, **The 2000 World Congress on Information Technology**, Taipei (June 12-14, 2000)

“Taiwan Outlook 2000” at I-Bear **Asia-Pacific Business Outlook Conference**, Marshall School of Business, USC, Los Angeles (March 23, 2000)

Profile and Interview in “U.S.–Japan Semiconductor Trade” (in Japanese) in **Nihon Keizai Shinbun** August 1994

## **SPECIAL PROFESSIONAL PROJECTS**

---

### **The US-Taiwan Biotechnology Initiative:**

Conceived/organized “The US-Taiwan Biotechnology Initiative,” including the Philadelphia Summit (Sept. 10, 2001), the U.S. Trade & Development Agency Partnership program (Sept. 11, 2001) and the Mid-Atlantic Biotechnology Tour (Sept. 13-15, 2001), developing partnerships to support the Initiative with the U.S.-Taiwan Business Council, the University of Pennsylvania (President’s & Provost’s Office), the U.S Trade & Development Agency and Taiwan’s Ministry of Economic Affairs

- gained US TDA’s first worldwide involvement in biotechnology
- produced webcast (4 hour edited version) of the US-Taiwan Biotech Business Summit

### **The Strategic Dimension of U.S.-Japan Corporate Alliances (Forbes Magazine Supplement):**

Conceived/organized “The Strategic Dimension of U.S.-Japan Corporate Alliances” conference held in Philadelphia, PA on April 28-30, 1996 as a special project for Under Secretary Stuart Eizenstat and the U.S. Department of Commerce

- generated/developed fund-raising activities
- featured in 16-page **Forbes** special section in July 15, 1996 issue
- Pharmaceuticals/Biotech was one of eight featured sectors

## **EDUCATION**

---

### **Doctor of Philosophy in Letters & Science (Cultural Anthropology)**

*University of California at Berkeley, 1985*

- 1984 Defense Dept. Foreign Language & Areas Studies Fellowships (Hindi)
- 1982 Humanities Fellowship of the University of California at Berkeley
- 1981 Humanities Fellowship of the University of California at Berkeley
- 1981 Defense Dept. Foreign Language & Areas Studies Fellowships (Hindi)
- 30 months fieldwork in Nepal/Tibet border region (Manang Valley, 13,500’)

### **Master of Arts in Letters & Science (Cultural Anthropology)**

*University of California at Berkeley, 1981*

- 1980 Defense Dept. Foreign Language & Areas Studies Fellowships (Hindi)
- 1979 Defense Dept. Foreign Language & Areas Studies Fellowship (Mandarin)
- 1978 Lowie Fellowship of the University of California at Berkeley

### **Bachelor of Arts (Comparative Religion)**

*Princeton University, 1976*

- Graduated Cum Laude
- Varsity Lightweight Crew (1973-4, 1974-5)

## LANGUAGES

---

Language	Speaking	Reading
French	3	3+
German	3+	3+
Japanese	2+	2+
Mandarin Chinese	3	3
Nepali/Hindi	2+	1+

Languages evaluated at the U.S. State Department's Foreign Service Institute

1= basic; 2= basic diplomatic; 3= full diplomatic; 4= near native; 5= full native fluency

## SCHOLARLY PUBLICATIONS, LECTURES & EXHIBITS

---

### Journal Articles:

- "A Personal Reflection" in Commemorative Volume for Gerald D. Berreman, Kroeber Anthropological Society Papers, Vols. 89/90 (2003)
- "Outposts of Trade: Migration Patterns of the Nyisyang People of Nepal," Kroeber Anthropological Society Papers Vols. 65/66 (1986)
- "Social Change and Status Emulation among the Nyisyangte of Manang," Contributions to Nepalese Studies vol. 13 (1985)
- "Emic and Etic Classifications of the Nyisyang Language of Nepal," Proceedings of the 18<sup>th</sup> International Conference on Sino-Tibetan Linguistics (1985)
- Book reviews in The Himalayan Research Bulletin and The University Publishing Book Supplement

### **Public Lectures & Exhibits:**

- “Tibetan Horse Festivals,” a lecture at The Asia Society, New York on October 29, 1986
- “The People of Nyishang; Ethnic Identity in the Nepal-Tibet Borderland” at the Jacques Marchais Institute of Tibetology, New York (Fall 1986)
- “Tibetan Mid-Year Horse Festivals,” an exhibit at the Lowie Museum of Ethnology during April 1986

### **COMMUNITY**

---

- member of The Haverford Friends Meeting since 1990

### **REFERENCES**

---

- References available upon request:

Merritt T. Cooke  
3824 Darby Road  
Bryn Mawr, PA 19010

(t) 610.526.2720

(f) 610.526.2721

(e) [merrittcooke@aol.com](mailto:merrittcooke@aol.com)

*Dated: October 19, 2006*