

Elaine L. Chao

BACKGROUND

Personal Information

Elaine Chao

[REDACTED]

[REDACTED]

Education

Mount Holyoke College Bachelor's, Economics -1975

South Hadley, MA 01075 ([Mount Holyoke College](#) Accessed 11/20/16)

AND

Harvard University Graduate Student Masters Business Administration 1979

Boston, MA 02163 ([Harvard Business School](#) Accessed 11/20/16)

Work Experience:

2016 – Current: Distinguished Fellow, Hudson Institute

2012 – Current: Trustee, NewYork Presbyterian Hospital

2012 – Current: Director, NewsCorp

2011 – Current: Director, Protective Life Corporation

2011 – Current: Director, Wells Fargo

2009 – Current: Director, Dole Foods

1996 – 2001; 2009 – Current: Distinguished Fellow, Heritage Foundation

2012 – 2015: Board Member, Bloomberg Philanthropies

2001 – 2009: Secretary, Department Of Labor

1992-1996: CEO, United Way Of America

1991-1992: Director, Peace Corps

1989-1991: Deputy Secretary, Department of Transportation

1988- 1989: Chairman, Federal Maritime Commission

1986-1988: Deputy Maritime Administrator

1984-1986: Vice President of Syndications, BankAmerica Capital Markets Group

1983-1984: White House Fellow

1979-1983: Banker, Citicorp ([LinkedIn](#) Accessed 11/21/16)

Revolving Door

According To Open Secrets, Elaine Chao Is Listed As Having Gone Through The Revolving Door.

[\(Center For Responsive Politics\)](#) Accessed 11/21/16)

REV Revolving Door (1 result)

- Chao, Elaine

QUESTIONS FOR ELAINE CHAO

Political Vulnerabilities

Husband of the Senate Majority Leader

Background: Chao is married to Mitch McConnell, the senior U.S. Senator from Kentucky and the Senate Majority Leader.

- **Do you believe your husband's position would create any conflicts or issues should you join administration?**
- **Would the President be able to ask you for discretion on a given matter should it be necessary?**

Critiques of Chao's Tenure As Labor Secretary

Background: Critics of Chao's time at the Labor Department highlighted that during the first four years OSHA did not promulgate a single significant health standard. Also, Chao's Labor Department's wage and hour division largely failed to investigate allegations of wage theft.

- **Considering a critic's perspective from your time as Labor Secretary, what would have done differently while serving in that position?**
- **Do you believe the Labor Department had any shortcomings during your tenure or failed to deliver on any of its responsibilities?**

Chao's Criticism of American Workers RE: Outsourcing

Background: Chao has criticized American workers, suggesting the average American worker gets too emotional and has a general tardiness problem. Chao has implied that part of the reason U.S. companies outsource is to seek higher quality employees.

- **Given your past comments on American workers and the practice of outsourcing, do you have an issue with the President-elect's criticism of the companies that outsource American jobs?**
- **Given that the President-elect has significantly elevated the issue of U.S. companies outsourcing American jobs, will you fully support and work with him to slow down and reverse this practice?**

Paid Speeches Disclosure

Background: Chao has participated in the paid speaking circuit since her time at the Department of Labor.

- Will you agree to privately release to the Transition with the precise amounts you were paid for each speech?

Business Conflict of Interests

Background: Chao serves and has served on a number of large corporate entities and businesses.

- Given your large network of business associations, what possible conflicts of interest could arise from you serving in the administration?
- Would you agree to cease any and all involvement with certain companies during the time that you would potentially serve in the administration?

Policy Questions

Past Administration Experience

Background: Chao served as the Secretary of Labor under George W. Bush for his entire two terms.

- Given your past experience serving a cabinet member, what lessons or advice could you offer the President-elect and his team?
- If you were to oversee a government agency again what differently would you do, what would you do the same?

Department of Transportation Policy

- Since the President-elect plans to prioritize rebuilding our nation's infrastructure, what policies/ideas do you have to further that goal, particularly which pertain to transportation?
- What experience do you have in transportation policy and how can they transfer over to the Department of Transportation?
- The President-elect has made improving our nation's airports and building a border wall two primary pillars of his infrastructure plan. What would you suggest should also be a focus of this infrastructure overhaul?
- What can the Department of Transportation do to help fulfill the President-elect's promise of creating middle-class American jobs?
- Do you believe Transportation policy could play a role in the President-elect's desire to renegotiate our nation's trade deals?
- What would your position be on "Buy American" provisions inserted into legislation authorizing transportation spending?

TRUMP-PENCE CRITICISM

No Records Found.

CHAIRMAN/RNC COMMENTS

No Records Found.

GENERAL CONTROVERSY

Criminal History

No Records Found.

Bankruptcy

No Records Found.

Corporate Ties To Anti-Coal Campaigns

In January 2015, Chao Announced Her Resignation On Account Of Bloomberg Philanthropies' "Beyond Coal" Initiative. "Former U.S. Secretary of Labor Elaine Chao, the wife of U.S. Senate Majority Leader Mitch McConnell, has resigned from the board of Bloomberg Philanthropies after the foundation told her it plans to significantly increase investments in its 'Beyond Coal' initiative." (Sam Youngman, "Elaine Chao Resigns From Bloomberg Board As It Increases Beyond Coal Investments," *The Lexington Herald Leader*, 1/21/15)

- **Following Obama's State Of The Union Warnings About Coal, The Foundation Had Pledged To Increase Its Anti-Coal Spending By Nearly \$50 Million.** "After President Barack Obama warned in his State of the Union address Tuesday night that 'no challenge poses a greater threat to future generations than climate change,' the foundation announced Wednesday that it plans to increase its anti-coal investment by \$48 million over three years." (Sam Youngman, "Elaine Chao Resigns From Bloomberg Board As It Increases Beyond Coal Investments," *The Lexington Herald Leader*, 1/21/15)
- **Chao's Involvement In Bloomberg Philanthropies Was A Subject Of Attack Ads In Sen. McConnell's 2014 Re-Election Campaign.** "They are shutting down half the plant and laying off their workers because Mitch McConnell didn't fight to get the scrubbers it needs to reduce coal emissions,' Grimes said in the ad. 'Instead, Mitch and his wife pocketed \$600,000 from enemies of coal, including New York City Mayor Michael Bloomberg.'" (Sam Youngman, "Elaine Chao Resigns From Bloomberg Board As It Increases Beyond Coal Investments," *The Lexington Herald Leader*, 1/21/15)

Chao Received Over \$680,000 In Fees And Stock Options From Wells Fargo Bank. "They also count the \$684,186 in fees, stock options and other compensation that Chao made while serving on the board of directors for Wells Fargo." (Steve Contorno, "Alison Lundergan Grimes Says Mitch McConnell, Not She, Is Taking Money From Anti Coal Groups," [PolitiFact](#), 10/8/14)

- **In 2013, Wells Fargo Announced That It Would Cease Investing In Companies Engaged In Mountaintop Removal Coal Mining.** "According to Yahoo! News, in 2013, Wells Fargo announced it would stop investing in companies that engage in mountaintop removal, a practice that involves extracting coal more or less by blowing up mountain summits. 'We recognize the significant concerns associated with this practice and we also acknowledge the significant investments made by our coal customers in their mine operations, which were entered into in good faith and in accordance with applicable regulations,' Wells Fargo wrote in a report titled Environmental and Social Risk Management. 'As a result of our deliberate approach and the broader movement of the industry toward other mining methods, our involvement with the practice of (mountaintop removal) is limited and declining. Wells Fargo will not extend credit to individual MTR mining projects or to a coal producer that receives a majority of its production from MTR mining.'" (Steve Contorno, "Alison Lundergan Grimes Says Mitch McConnell, Not She, Is Taking Money From Anti Coal Groups," [PolitiFact](#), 10/8/14)

[REDACTED]

[REDACTED]

Labor Secretary – OSHA

During Chao's First Four Years As Secretary Of Labor, OSHA Did Not Promulgate A Single Significant Health Standard. (Daniel A. Farber, *Cases And Materials On Environmental Law*, p. 69)

Labor Secretary –Wage Theft

An Early 2009 Report By The Government Accountability Office (GAO) Found That The Labor Department's Wage And Hour Division Largely Failed To Investigate Allegations Of Wage Theft.

"The federal agency charged with enforcing minimum wage, overtime and many other labor laws is failing in that role, leaving millions of workers vulnerable, Congressional auditors have found. In a report scheduled to be released Wednesday, the Government Accountability Office found that the agency, the Labor Department's Wage and Hour Division, had mishandled 9 of the 10 cases brought by a team of undercover agents posing as aggrieved workers." (Steven Greenhouse, "Labor Agency Is Failing Workers, Report Says," *The New York Times*, 3/5/09)

- **Chao Was A Frequent Defender Of The Wage And Hour Division.** "Ms. Solis's predecessor, Elaine L. Chao, often defended the Wage and Hour Division, saying it had concentrated on larger, tougher cases, and secured back wages for more than 300,000 workers a year and collected more than twice as much annually as the division had done in the final years of the Clinton administration." (Steven Greenhouse, "Labor Agency Is Failing Workers, Report Says," *The New York Times*, 3/5/09)

The Report Found A Cavalier Attitude Among Many Wage And Hour Division Investigators. "The report pointed to a cavalier attitude by many Wage and Hour Division investigators, saying they often dropped cases when employers did not return calls and sometimes told complaining workers that they should file lawsuits, an often expensive and arduous process, especially for low-wage workers." (Steven Greenhouse, "Labor Agency Is Failing Workers, Report Says," *The New York Times*, 3/5/09)

- **Half Of The Undercover Complaints Filed Were Not Even Recorded In The Division's Database.** "During the nine-month investigation, the report said, 5 of the 10 labor complaints that undercover agents filed were not recorded in the Wage and Hour Division's database, and three were not investigated. In two cases, officials recorded that employers had paid back wages, even though they had not." (Steven Greenhouse, "Labor Agency Is Failing Workers, Report Says," *The New York Times*, 3/5/09)

"The Accountability Office Also Investigated Hundreds Of Cases That It Said The Wage And Hour Division Had Mishandled." (Steven Greenhouse, "Labor Agency Is Failing Workers, Report Says," *The New York Times*, 3/5/09)

The Report Found 1 In 5 Cases In Which Investigations Were Not Launched For Six Months, Not Completed Within A Year, And Back Pay For Violations And Referrals To Litigation Were Not Made. "The report concluded that the Wage and Hour Division had mishandled more serious cases 19 percent of the time. In such cases, the accountability office said, the division did not begin an investigation for six months, did not complete an investigation for a year, did not assess back wages when violations were clearly identified and did not refer cases to litigation when warranted." (Steven Greenhouse, "Labor Agency Is Failing Workers, Report Says," *The New York Times*, 3/5/09)

Labor Secretary –Mining/Workers' Rights

Following Reports Of Widespread Fraud Among Coal Operators Submitting False Air Quality Samples, Mine Regulators Proposed Tougher Standards To Prevent Black Lung. "A report by The Courier-Journal in 1998 found widespread fraud among coal operators who submitted false air samples to the federal Mine Safety and Health Administration. That 1998 series of stories resulted in mine operators being indicted for fraud and other actions designed to fix the problems. Then-MSHA director J. Davitt McAteer proposed new, tougher restrictions in a renewed effort to end black lung, but Mr. McAteer

and the United Mine Workers Association couldn't agree to his plan because the union didn't think it was strong enough.” (Editorial, “Stronger Regulations Needed For Black Lung,” [The Courier Journal](#), 6/17/12)

However, Following Chao’s Appointment As Labor Secretary, A Watered Down Proposal “Failed To Gain Approval By Elaine Chao's Department Of Labor.” “When George W. Bush came into office and appointed former mine operator Dave Lauriski to replace Mr. McAteer, Mr. McAteer's proposal was swept aside and replaced by a weaker plan by Mr. Lauriski that failed to gain approval by Elaine Chao's Department of Labor.” (Editorial, “Stronger Regulations Needed For Black Lung,” [The Courier Journal](#), 6/17/12)

In January 2001, Chao Cut Short An Investigation Into Massey Energy Around The Time Massey Had Given \$100,000 To The National Republican Senatorial Committee, Which At The Time Was Chaired By Her Husband, Senator McConnell. “Spadaro was nearing the end of an investigation of the biggest man-made environmental disaster east of the Mississippi, a 300 million-gallon coal-sludge flood in Inez, Kentucky, that occurred at dawn on October 11, 2000. After George Bush’s inauguration in January 2001, the investigation was cut short. Spadaro blew the whistle and was fired two years later on trumped-up charges. MSHA fined Massey a pittance: \$5,600. What Spadaro didn’t know at the time was that Massey had given \$100,000 to the National Republican Senatorial Committee, chaired by Kentucky Senator Mitch McConnell, husband of the new Labor Secretary Elaine Chao. (Subsequent reviews of Spadaro's claims found that the investigation had indeed backed off on several charges against Massey, and that oversight had been lax, but upheld the report's ultimate findings as ‘fair and accurate.’)” (Clara Bingham, “Meet Mr. Mining Disaster,” [The Daily Beast](#), 4/8/10)

In January 2006, Sago Mine In West Virginia Collapsed Killing 12 People. “Rescuers found the sole survivor of an explosion that trapped 13 miners in a West Virginia coal mine ‘by the sound of moans,’ mining officials said Wednesday, about 12 after family members learned the initial report that their loved ones were alive was erroneous.” (“Sound Of Moans Led Rescuers To Surviving Miner,” [CNN](#), 1/6/06)

In 2005, Before The Collapse The Department Issued 96 Major Violations Against Sago Mine, But Did Not Close The Mine. “Nearly half of the 208 safety citations levied in 2005 against the Sago coal mine where 12 men died this week were ‘serious and substantial.’ Federal inspectors found 20 dangerous roof-falls, 14 power wire insulation problems, and three cases of inadequate ventilation plans, among the 96 major violations. Sago's ‘S&S’ violations, which rose fourfold in 2005 over 2004, form a pattern that worries safety experts, who say it raises serious questions about mine management - and the efficacy of government inspections.” (Mark Clayton, “Sago Raises Red Flags For Mine Oversight,” [Christian Science Monitor](#), 1/6/06)

In 2008, The Labor Department’s Inspector General Found That The Mine Safety Regulators Did Not Conduct Federally Required Inspections Despite The Number Of Mine Worker Deaths Doubling. “A report last year by the department's inspector general found that mine safety regulators did not conduct federally required inspections at more than 14 percent of the country's 731 underground coal mines during the previous year -- when the number of worker deaths in mining accidents more than doubled to 47.” (Michael Fletcher, “Labor Dept. Accused Of Straying From Enforcement,” [Washington Post](#), 12/1/08)

In July 2008, The Government Accountability Office Found That The Department Did An Inadequate Job Of Investigating Complaints By Low Wage Workers Alleging Abuse. “In July, the Government Accountability Office issued a report alleging that the Labor Department did an inadequate job of investigating complaints by low-wage workers who alleged that their employers were stiffing them for overtime, or failing to pay the minimum wage. That report followed another that found troubling inconsistencies in how the department handled individual worker complaints. Department officials have disputed both reports, calling them inaccurate.” (Carol D. Leonnig, “GAO Report Says Labor Department Misled Congress On Cost Of Outsourcing Jobs,” [Washington Post](#), 11/25/08)

A 2009 Labor Department Internal Audit Found That An Osha Program Aimed At Improving Worker Safety In Hazardous Industries Did Not Fulfill Promises And Meet Expectations And That Officials Gathered Uneven Data, Misspelled Companies Names, And Conducted Inconsistent

Enforcement And Inspections. “A special government program to improve worker safety in hazardous industries rarely fulfilled its promise, a Labor Department audit concluded yesterday, and over the past six years, dozens of deaths occurred at firms that should have been subjected to much tighter federal safety enforcement. The report was the first detailed appraisal of a highly touted Bush administration initiative that called for the Occupational Safety and Health Administration to devote attention and resources to improving safety at companies with a troubled history of job-related fatalities. The study found that officials failed to gather needed data, conducted uneven inspections and enforcement, and sometimes failed to discern repeat fatalities because records misspelled the companies' names or failed to notice when two subsidiaries with the same owner were involved.” (Jeffrey Smith, “Labor IG Audit Finds Many Failures In Worker Safety Initiative,” [Washington Post](#), 4/2/09)

Labor Secretary –Contracting IG Report

A 2008 Government Accountability Office (GAO) Found That The Labor Department Gave Congress Inaccurate Numbers That Understated The Expense Of Contracting Out The Department’s Workload To Private Firms. “The Labor Department gave Congress inaccurate and unreliable numbers that understated the expense of contracting out its employees' work to private firms, according to a Government Accountability Office report released yesterday.” (Carol D. Leonnig, “GAO Report Says Labor Department Misled Congress On Cost Of Outsourcing Jobs,” [Washington Post](#) 11/25/08)

Labor Secretary –Hatch Act Violation Claims

A Report Issued By The House Oversight And Government Reform Committee Found That Chao And Other White House Officials Campaigned For Republicans At Taxpayer Expense, A Potential Violation Of The Hatch Act. “In all, senior administration officials participated in 425 suggested events, according to the committee's tally, including 92 Republican Party events and 326 appearances with Republican candidates. Secretary of Commerce Carlos M. Gutierrez was the most enthusiastic recruit, showing up at 59 events. Four other Cabinet secretaries -- of agriculture, housing and urban development, labor, and veterans affairs -- attended more than 20 apiece.” (Jeffrey Smith, “Report Details Bush Officials Partisan Trips,” [Washington Post](#), 10/16/08)

CONTROVERSIAL POLICY STANCES/STATEMENTS

Criticism Of American Workers

In A 2007 Interview, Chao Implied American Jobs Were Moving To China Because “Foreign Workers Often Have Better Skills, And Better Manners.” “That's essentially the kind of straight talk Labor Secretary Elaine Chao recently dished out to Parade magazine. Chao said that American workers could lose jobs to foreign workers -- and not just because the latter often work for lower wages. It's more than that, she said: Foreign workers often have better skills, and better manners.” (Ruben Navarrette, “Our Youth Have Poor Work Ethic, Manners,” [Real Clear Politics](#), 7/8/07)

Chao Also Said American Employees Needed To Be Punctual, Dress Appropriately, And That Younger American Workers Get Angry Too Easily. “‘American employees must be punctual, dress appropriately and have good personal hygiene,’ Chao said. ‘They need anger-management and conflict-resolution skills, and they have to be able to accept direction. Too many young people bristle when a supervisor asks them to do something.’” (Ruben Navarrette, “Our Youth Have Poor Work Ethic, Manners,” [Real Clear Politics](#) 7/8/07)

Immigration Policy

As Labor Secretary, Chao Supported President Bush’s Guest Work Program, Which Would Have Allowed Foreign Immigrants To Work In The U.S. Legally, Including Illegal Immigrants Already In The Country. “Earlier in the day, Labor Secretary Elaine L. Chao and Homeland Security Secretary Michael Chertoff provided the Senate Judiciary Committee with the most detailed explanation to date of the administration's plan to create a temporary worker program. Under the plan, foreign workers -- including the estimated 11 million illegal immigrants already in the United States -- could apply to work

for three years. Each would be matched with an employer, provided with a biometric identification card to help track his or her whereabouts, and released in the country.” (Darryl Fears and Michael Fletcher, “Temporary Worker Program Is Explained,” [The Washington Post](#), 10/19/16)

In December 2008, Secretary Chao Issued Final Regulations Governing The H2A Farm Worker Program That Replaced Rules Put In Place In 1987. “In December 2008 then Labor Secretary Elaine Chao issued final regulations governing the H2A farm worker program that replaced temporary rules that were established in 1987. Within a few days of taking office, Secretary Solis issued a notice to suspend the rules that had been implemented on Jan. 17, and reverting back to the 1987 regulations.” (Roy Robertson, “North Carolina Farm Group Strikes A Blow For Ag Labor,” [Southeast Farm Press](#) 8/10/09)

- **According To The Executive Director Of Farmworker Justice, The New Regulations Allowed Employers To Bring In Foreign Workers For Lower Wages And Fewer Benefits And With Less Obligations To Recruit U.S. Workers First.** “Extensive new regulations under the H-2A agricultural guest-worker program take effect Jan. 17. Employers will be permitted to bring in foreign workers on work visas for lower wages and fewer benefits, with less obligation to recruit U.S. workers first and with less government oversight in a program already rife with abuse.” (Bruce Goldstein, Op Ed, “Labor Secretary Elaine Chao s Legacy Of Harm,” [Washington Post](#) 1/1/09)

Misc.

According To *The New York Times*’ Editorial Board, Chao Believed That States Should Be Able To Opt Out Of The Federal Minimum Wage. “To lead the Department of Labor, Mr. Bush appointed Elaine Chao, who took office in 2001 arguing that states should be able to opt out of the federal minimum wage a terrible idea that would drive down wages for the lowest-paid employees. For more than seven years, Ms. Chao has run a department that has tilted toward employers and failed to properly enforce labor laws.” (Editorial Board, “No Friend Of The Workers,” [The New York Times](#) 7/18/08)

POLITICAL ACTIVITY

Political Affiliation And

According To GOP Data Center, Elaine Chao Is Listed As A Registered Republican Voter In Kentucky And Is Calculated To Be A “Hard Republican.” ([GOP Data Center](#) Accessed 11/21/16)

VOTER INFO

Registration Status: Registered
 Registration Date:

Official Party: Republican
 Observed Party: N/A
 Calculated Party: 1 - Hard Republican

Absentee Status: No Data Provided
 Primary Absentee: No Data Provided
 General Absentee: No Data Provided

State Reported Ethnicity: Other / Multi-Racial
 Modeled Ethnicity: Asian / Pacific Islander
 Observed Ethnicity: No Data Provided

Chao Was A Large Bush Fund-Raiser And Then Received A Became A Cabinet Secretary. “Three top Bush fund-raisers became Cabinet secretaries: Bush 2000 finance chairman Don Evans at commerce, Elaine Chao, at labor, and Tom Ridge at homeland security.” (“Top Donors Won Prize Positions,” *The Associated Press*, 11/19/04)

Between 1999 And 2014, Chao Donated \$12,425 To The Protective Life Corporation Federal PAC. (Elaine Chao Contributor Record, [Federal Elections Commission](#), Accessed 11/21/16)

CHAO, ELAINE L	HERITAGE FOUNDATION		PROTECTIVE LIFE CORPORATION FEDERAL PAC	07/29/1999	3400.00	2602873254
CHAO, ELAINE L	HERITAGE FOUNDATION		PROTECTIVE LIFE CORPORATION FEDERAL PAC	10/27/1999	1700.00	2602873254
CHAO, ELAINE L	THE HERITAGE FOUNDATION		PROTECTIVE LIFE CORPORATION FEDERAL PAC	01/14/2000	1800.00	2052540040
CHAO, ELAINE L			PROTECTIVE LIFE CORPORATION FEDERAL PAC	12/15/1999	-100.00	2002821121
CHAO, ELAINE L MRS.	UNITED STATES DEPARTMENT OF LABOR	GOVERNMENT EMPLOYEE	BUSH, GEORGE W VIA BUSH-CHENEY '04 (PRIMARY) INC	06/26/2003	2000.00	2494272100
CHAO, ELAINE L MRS.	UNITED STATES DEPARTMENT OF LABOR	GOVERNMENT EMPLOYEE	BUSH, GEORGE W VIA BUSH-CHENEY '04 COMPLIANCE COMMITTEE INC.	08/06/2004	3000.00	2487177827
CHAO, ELAINE L MS.	U.S. GOVERNMENT	SECRETARY OF LABOR	REPUBLICAN NATIONAL COMMITTEE	08/10/2004	25000.00	4397252424
CHAO, ELAINE L MS.	U.S. GOVERNMENT	SECRETARY OF LABOR	REPUBLICAN NATIONAL COMMITTEE	10/26/2006	25000.00	2289008478
CHAO, ELAINE L	THE HERITAGE FOUNDATION	DISTINGUISHED FELLOW	PROTECTIVE LIFE CORPORATION FEDERAL PAC	08/18/2011	425.00	1128019779
CHAO, ELAINE L	THE HERITAGE FOUNDATION	DISTINGUISHED FELLOW	PROTECTIVE LIFE CORPORATION FEDERAL PAC	11/17/2011	425.00	1128019779
CHAO, ELAINE L	THE HERITAGE FOUNDATION	DISTINGUISHED FELLOW	PROTECTIVE LIFE CORPORATION FEDERAL PAC	02/17/2012	425.00	1128019779
CHAO, ELAINE L	THE HERITAGE FOUNDATION	DISTINGUISHED FELLOW	PROTECTIVE LIFE CORPORATION FEDERAL PAC	09/15/2012	425.00	1128019779
CHAO, ELAINE L	THE HERITAGE FOUNDATION	DISTINGUISHED FELLOW	PROTECTIVE LIFE CORPORATION FEDERAL PAC	09/15/2012	425.00	1128019779
CHAO, ELAINE L	THE HERITAGE FOUNDATION	DISTINGUISHED FELLOW	PROTECTIVE LIFE CORPORATION FEDERAL PAC	11/20/2012	425.00	1128019779
CHAO, ELAINE L	THE HERITAGE FOUNDATION	DISTINGUISHED FELLOW	PROTECTIVE LIFE CORPORATION FEDERAL PAC	02/15/2013	425.00	1128019779
CHAO, ELAINE L	THE HERITAGE FOUNDATION	DISTINGUISHED FELLOW	PROTECTIVE LIFE CORPORATION FEDERAL PAC	05/17/2013	425.00	1128019779
CHAO, ELAINE L	THE HERITAGE FOUNDATION	DISTINGUISHED FELLOW	PROTECTIVE LIFE CORPORATION FEDERAL PAC	11/20/2013	425.00	1128019779
CHAO, ELAINE L	THE HERITAGE FOUNDATION	DISTINGUISHED FELLOW	PROTECTIVE LIFE CORPORATION FEDERAL PAC	02/15/2014	425.00	1128019779
CHAO, ELAINE L	THE HERITAGE FOUNDATION	DISTINGUISHED FELLOW	PROTECTIVE LIFE CORPORATION FEDERAL PAC	09/15/2014	425.00	1128019779
CHAO, ELAINE L	THE HERITAGE FOUNDATION	DISTINGUISHED FELLOW	PROTECTIVE LIFE CORPORATION FEDERAL PAC	09/15/2014	425.00	1128019779
CHAO, ELAINE L	THE HERITAGE FOUNDATION	DISTINGUISHED FELLOW	PROTECTIVE LIFE CORPORATION FEDERAL PAC	11/15/2014	425.00	1128019779

- **Protective Life Corporation PAC Is The Political Action Committee Of Protective Life Corporation.** ([Federal Election Commission](#), Accessed 11/21/16)

Write or Type Committee Name

PROTECTIVE LIFE CORPORATION FEDERAL PAC

6. Name of Any Connected Organization, Affiliated Committee, Joint Fundraising Representative, or Leadership PAC Sponsor

PROTECTIVE LIFE CORPORATION

Mailing Address

CITY

STATE

ZIP CODE

Relationship: Connected Organization Affiliated Committee Joint Fundraising Representative Leadership PAC Sponsor

Chao & McConnell Campaign

In 2013, During Her Husband's Campaign For Senate, Chao's Chinese Heritage Was Attacked By Kentucky Progress Which Linked Her Ancestry To Job Loss In Kentucky. "Senate Republican Leader Mitch McConnell lambasted a liberal group on Saturday for criticizing the Asian heritage of his wife, former Labor Secretary Elaine Chao, calling its Twitter messages 'racial slurs' and 'the ultimate outrage.' 'They will not get away with attacking my wife in this campaign,' McConnell told about 100 home-state supporters at a Republican dinner in Winchester. 'This woman has the ear of @McConnellPress she's his #wife,' the group Kentucky Progress tweeted on Feb. 14. 'May explain why your job moved to #China!' McConnell forcefully defended Chao, who was born in Taiwan and who moved to the U.S. as an 8-year-old with her family aboard a freight ship. 'Elaine Chao is just as much an American as any of the rest of them,' McConnell said. 'In fact, she had to go through a lot more to become an American.'" (Ed Reinke, "Tweets On Elaine Chao They Will Not Get Away With Attacking My Wife, Mitch McConnell Says," [NBC News](#), 3/2/13)

Chao Headlined Fifty Events And Raised A Millions Of Dollars For Her Husband During His Reelection Campaign For Senate. "Over the past two years, Chao headlined fifty of her own events and attended hundreds more with and on behalf of McConnell. She also raised 'a huge part' of McConnell's \$30 million war chest, says John Ashbrook a spokesman for McConnell. But, perhaps most importantly, she was the campaign hugger." (Jay Newton Small, "Mitch McConnell's Secret Weapon: His Wife," [Time](#) 11/19/14)

BUSINESSES/ASSOCIATIONS

According To Nexis, Elaine Chao Has 2 Business Associations That Include Dole Food Company, Inc., And Wells Fargo & Company. (Nexis, Accessed 11/21/16)

Business Associates - 3 records found	
1: DOLE FOOD COMPANY, INC.	
Name:	CHAO, ELAINE L
Address:	[REDACTED]
Status:	INACTIVE
State:	NE
Corporation Number:	0163995
Descriptive Status:	INACTIVE
Title:	DIRECTOR
Record Type:	CURRENT
Record Date:	11/4/2016
Filing Date:	6/8/1954
Business Report:	Get Report
2: WELLS FARGO & COMPANY	
Name:	CHAO, ELAINE L
Address:	[REDACTED]
Status:	GOOD STANDING
State:	MO
Corporation Number:	F001322545
Descriptive Status:	GOOD STANDING
Title:	DIRECTOR
Record Type:	CURRENT
Record Date:	11/8/2016
Business Report:	Get Report
3: WELLS FARGO & COMPANY INC	
Name:	CHAO, ELAINE L
Address:	[REDACTED]
Status:	GOOD STANDING
State:	MO
Corporation Number:	F001322545
Descriptive Status:	GOOD STANDING
Title:	DIRECTOR
Record Type:	CURRENT
Record Date:	11/8/2016
Business Report:	Get Report

Elaine Chao Was Listed On The Wells Fargo Website As Being A Member On Their Credit Committee And Finance Committee. “Ms. Chao received her undergraduate degree in economics from Mount Holyoke College and her Master of Business Administration from the Harvard Business School. Wells Fargo Board Committees: Credit Committee and Finance Committee.” (About Wells Fargo, “Elaine L. Chao” wellsfargo.com Accessed 11/21/16)

Chao Served As A Director Of Dole Food Company For 4 Years. “Chao Served as a Director of Dole Food Company Inc. from 2009 to November 1, 2013.” (Bloomberg Profile, “Elaine L. Chao Executive Profile & Biography,” Bloomberg, Accessed 11/21/16)

According To Bloomberg, Chao’s Listed Affiliations Include At Least 18 Entities. (Bloomberg Profile, “Elaine L. Chao Executive Profile & Biography,” Bloomberg, Accessed 11/21/16)

Other Affiliations*

Raymond James Financial, Inc.
 Lotus Development Corporation
 The Clorox Company
 Twenty-First Century Fox, Inc.
 Protective Life Corporation
 Pension Benefit Guaranty Corporation
 Dole Food Company Inc.
 Ingersoll-Rand Plc
 Wells Fargo & Company
 Crowley Petroleum Services, Inc.
 Protective Life Insurance Company
 Harvard Business School
 The New York and Presbyterian Hospital
 Mount Holyoke College
 The Harvard Business School Club of New York, Inc.
 Harvard University Institute of Politics
 News Corporation
 Bloomberg Philanthropies

*Data is at least as current as the most recent Definitive Proxy.

Chao Served On The Corporate Board For The National Association Of Security Dealers, Raymond James Financial Northwest Airlines, And HCA Hospital Corporation Of America. “Prior to her latest government service, she had served on a number of corporate boards, including the National Association

of Security Dealers; Raymond James Financial; Northwest Airlines; and HCA Hospital Corporation of America.” (“Elaine L. Chao Elected To The Board Of Wells Fargo & Company” wellsfargo.com Accessed 11/21/16)

Chao Served On The Board Of Directors For The Lotus Development Corp. In 1994. “Chao also served on the board of directors of several companies. She joined the board of Lotus Development Corp. in 1994.” (Encyclopedia Of The World Biography, “Elaine L. Chao Biography,” notablebiographies.com Accessed 11/21/16)

Chao Served On The Corporate Board For Clorox. “She Has Served On Numerous Corporate Boards, Including Those Of Clorox, Dole Food And Northwest Airlines.” (“Woman In The News A Washington Veteran For Labor A Tested Negotiator For Trade Elain Lan Chao,” The New York Times, Accessed 11/21/16)

Chao Served On The Board For Twenty-First Century Fox, Inc. “She served as a Director of Twenty-First Century Fox, Inc. from 2012 to June 28, 2013.” (Bloomberg Profile, “Elaine L. Chao Executive Profile & Biography,” Bloomberg Accessed 11/21/16)

Chao Served On The Board For Protective Life Corporation. “She served as an Independent Director of Protective Life Corporation since June 29, 2011.” (Bloomberg Profile, “Elaine L. Chao Executive Profile & Biography,” Bloomberg Accessed 11/21/16)

Chao Served As Chairman of The Pension Benefit Guaranty Corporation. “She served as Chairman of Pension Benefit Guaranty Corporation.” (Bloomberg Profile, “Elaine L. Chao Executive Profile & Biography,” Bloomberg Accessed 11/21/16)

Elaine Chao Is A Member Of The Board Of Directors Of Crowley Petroleum Services, Inc. (Bloomberg Profile, “Elaine L. Chao Executive Profile & Biography,” Bloomberg, Accessed 11/21/16)

Marine

November 21, 2016 12:35 PM ET

Company Overview of Crowley Petroleum Services, Inc.

Snapshot **People**

- Overview
- Board Members**
- Committees

Crowley Petroleum Services, Inc. INSIDERS ON Board Members

Name (Connections)	Relationships	Title	Age
Richard du Moulin	29 Relationships	Chairman, Chief Executive Officer and President	69

Other Board Members On Board Members

Name (Connections)	Relationships	Type of Board Members	Primary Company	Age
Jonathan Blank Esq.	6 Relationships	Member of the Board of Directors	Preston Gates Ellis & Rouvelas Meeds LLP	71
Elaine Chao	258 Relationships	Member of the Board of Directors	Vulcan Materials Company	63
William Kearns Jr.	32 Relationships	Member of the Board of Directors	Keefe Managers, LLC	80
Michael Klebanoff	6 Relationships	Member of the Board of Directors	Crowley Petroleum Services, Inc.	95
Stanley Rich	6 Relationships	Member of the Board of Directors	Crowley Petroleum Services, Inc.	92
Jerome Shelby	6 Relationships	Member of the Board of Directors	Crowley Petroleum Services, Inc.	86

According To LinkedIn, Elaine Chao Was Listed As A Volunteer Board Member At The New York Presbyterian Hospital, Harvard Business School Board Of Dean’s Advisor’s, Harvard Business School Global Advisors, Harvard University Kennedy School Of Government, Institute Of Politics. (LinkedIn, Accessed 11/21/16)



Volunteer Experience & Causes

Board Member

New York Presbyterian Hospital

2011 – Present (5 years) | Health

Board Member

Harvard Business School Board of Dean's Advisors

1990 – Present (26 years) | Education

Board Member

Harvard Business School Global Advisors

1990 – Present (26 years) | Education

Board Member

Harvard University Kennedy School of Government, Institute of Politics

2001 – Present (15 years)

Paid Speaking

Following Her Departure From The Bush Administration, Chao “Delivered Paid Speeches.” “Many Bush appointees have eschewed consulting work. Former Labor secretary Elaine Chao, the longest-serving member of the Bush Cabinet, works as a fellow at the Heritage Foundation, a conservative think tank. She also delivers paid speeches.” (Fredreka Schouten, “Several Former Bush Officials In Revolving Door,” *USA Today*, 5/20/09)

ELAINE CHAO PAID SPEAKING

<u>Company</u>	<u>Location</u>	<u>Amount (\$)</u>	<u>Year</u>
DRI, Inc	Chicago, IL	Over 1,000	2009
Purdue University	West Lafayette, IL	Over 1,000	2009
Bradley University	Peoria, IL	Over 1,000	2009
Yum! Brands Inc.	Washington D.C.	Over 1,000	2009
Raytheon Company	Orlando, FL	Over 1,000	2009
University of Illinois	Urbana, IL	Over 1,000	2010
Vanguard	Valley Forge, PA	Over 1,000	2010
Executive Women of New Jersey	New Brunswick, NJ	Over 1,000	2010
Corning, Inc	Corning, NY	Over 1,000	2010
American Chamber of Commerce	Chicago, IL	Over 1,000	2010
Newington Cropsey Foundation	Hastings-On-Hudson, NY	Over 1,000	2010
University of St. Thomas	St. Paul, MN	Over 1,000	2010
Keppler Associates	Arlington, VA	Over 1,000	2011
Human Capital Institute	Washington, D.C.	Over 1,000	2011
Boston Scientific	Boston, MA	Over 1,000	2011
Bio Technology Organization	Washington D.C	Over 1,000	2011
Leading Authorities Inc.	Washington, D.C.	Over 1,000	2012
Food Marketing Institute	Arlington, VA	Over 1,000	2012
Yale University	New Haven, CT	Over 1,000	2012

Worldwide Speakers Group	Alexandria, VA	Over 1,000	2013
National Association of Industrial & Office Properties	Houston, TX	Over 1,000	2013
Florida Realtors	Jacksonville, FL	Over 1,000	2013
Phoenix Mart	Phoenix, AZ	Over 1,000	2013
NC State University	Raleigh, NC	Over 1,000	2014
Women Freedom Forum	Washington, D.C.	Over 1,000	2014
Alliance for Public Awareness	Paris, France	50,000	2015
Real Estate Roundtable	Washington, D.C.	25,000	2015