To Whom It May Concern:

I am very interested in volunteering my time to the SSR committee in order to contribute what I can to the team tasked with the ongoing stability and viability of the system upon which so much critical commercial and other infrastructure relies.

I believe I have a good deal to contribute to this effort inasmuch as I have deep experience in three areas of particular relevance - governance, technology and market making.

On the governance front, I have served on a number of boards of directors over the years, on occasion in the midst of very disruptive events. That experience has given me deep experience in the often time-consuming and arduous process of working through issues to get to a truly collaborative result. Such highly-consultative and hard-won efforts in my experience generate better results and a higher commitment on a go-forward basis to the chosen solution, than do "resolutions" which get forced through by a majority without the deliberative process required to develop true multi-stakeholder buy-in.

In addition, I have worked on corporate governance ratings and metrics from a shareholder perspective. In Australia, I developed a quantitative ratings index designed to turn qualitative judgments about management and director factors into a practical ranking system, in partnership with Goldman Sachs JBWere and Corporate Governance International. That process held a great deal of lessons for the possibilities and limits of creating comparative metrics for multiple market participants, and I believe that the SSR process is one which can benefit from those insights.

Importantly, I bring a seasoned eye to the technical aspects of the SSR process. A major role I have played through my career has been as a “translator” between the technical and business worlds. All too often, the tech and business communities do not speak the same language. This can cause serious problems as expectations – on both sides – do not match reality. In the right hands, that same potential deficiency can be turned into a strength, by taking the time to have everyone at the table understand what is critical, what is possible and what the right practicable solution will be, given the various commercial and technical constraints in which the real world happens.

Technology and market making have become ever more entwined during the last decade, so there is a great deal of complementary overlap between understanding technology for its own sake and – more importantly in my view – understanding the applicability of the right technical choices for the furtherance of commercial goals. Perhaps differently from other candidates for the SSR2, I often view things from a “liquid markets” viewpoint – meaning what structures and incentives can be created to optimize "market" participation from multiple
participants and – crucially – multiple kinds of participants, however one chooses to
categorize people. In many respects, participation in the DNS system is a market
liquidity issue, based upon self-interest, community interest, trust in its viability –
all things which I have deep experience in developing in various financial markets. I
am confident that the experience I bring from those markets will be of value to the
SSR2 review team.

On the security front, I have been involved at the C- level and Board level
with security issues for a long time. From overseeing systems and risk management
at exchanges, clearinghouses, broker-dealers and asset managers to sitting on and
advising boards and private equity firms, I am used to approaching very complex
security issues with complicated stakeholder requirements and working with teams
to implement solutions.

In recent years, I have been spending a great deal of time on cybersecurity
issues in the corporate sector. As a member of BENS (Business Executives for
National Security), I have been on two major public-private initiatives around
cybersecurity - one focused on greater dissemination and education of corporate
leadership and the other around the core issues of improving cybersecurity
understanding and therefore preparedness in the board room and C-suite.

In addition, evolving from the work I've been doing in artificial intelligence
and big data analytics, I co-launched a research and consulting effort to assist
insurance companies with deriving better actuarial statistics for cyber-related
insurance policies. Part of that service development effort has included ever-deeper
dives into penetration testing and clarification of the types of threats faced in
various environments. For example, IoT vulnerability surfaces are multiplying at a
frightening rate, and there are severe commercial constraints on what IoT
manufacturers are willing to invest in security, so my team has been helping
commercial users understand how new threat surfaces impact their overall risk
posture. The biggest impact we're having in these discussions is not just in financial
services, but in oil & gas and shipping – seriously "old economy" industries with lots
of exposure to physical cyber vulnerabilities.

As one of the factors the SSR will be looking at is physical security and its
relationship to virtual security, I'm keen to lend what insights and evaluation
process I can to the SSR.

In sum, I believe the SSR is a valuable project, and I am willing to commit my
time and experience to ICANN and the global community to help ensure an ongoing
growth of and faith in the Internet and the myriad benefits a robust DNS root name
system contributes to human development.

I look forward to speaking with you about the SSR and my potential inclusion
in that process.

Thank you for your attention.