DATE:	15 August 2016
TO:	ICANN
FROM:	Christopher Messina
RE:	My motivation for joining the SSR2

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.