



### **James C. Lam**

James C. Lam is a member of the Board of Directors of E\*TRADE Financial Corporation (Nasdaq) where he chairs the risk oversight committee and is a member of the audit committee. His work on the E\*TRADE board has been published in a *NACD Directorship Magazine* feature article and is a recommended resource in *Director Essentials: Strengthening Risk Oversight*. His previous board experience at private companies includes ERisk, Inc. and Covarity, Inc.—both risk management technology companies. Mr. Lam is a member of the faculty of the NACD Board Advisory Services and Foundation Courses where he teaches board risk oversight, enterprise risk management, and cybersecurity. He is an NACD Board Leadership Fellow and is certified by the Software Engineering Institute of Carnegie Mellon in Cybersecurity Oversight.

Since 2002, Mr. Lam has served as president of James Lam & Associates, a risk management consulting firm. He works with corporate directors and executives across all industry sectors, including global banks, asset management firms, energy firms, multinational corporations, regulatory agencies, and nonprofits. In a *Euromoney* survey, Mr. Lam was nominated by clients and peers as one of the world's leading risk consultants. He previously served as founder and president of ERisk, partner of Oliver Wyman, chief risk officer of Fidelity Investments, and chief risk officer of GE Capital Markets Services.

Mr. Lam is noted as the first-ever “chief risk officer” and an early advocate of enterprise risk management. His work and thought leadership have been published in *The Wall Street Journal*, *The Economist*, *Harvard Business Review*, *Forbes Magazine*, and *Risk Magazine*. He is the author of *Enterprise Risk Management* (Wiley, 2003; second edition, 2014), which is a #1 best-selling book among 25,000 risk management titles on Amazon. The book has been translated into Chinese, Indonesian, Japanese, and Korean. His latest book, *Implementing Enterprise Risk Management*, was published by Wiley in 2017.

In 2017, Mr. Lam received his first award-election to the NACD Directorship 100. For three years (2005, 2006, and 2008), *Treasury & Risk Management Magazine* named him one of the 100 Most Influential People in Finance. In 1997, he received the inaugural Risk Manager of the Year Award from the Global Association of Risk Professionals.

Mr. Lam graduated summa cum laude with a BBA from Baruch College in 1983 and received an MBA with honors from the University of California, Los Angeles in 1989. He has guest lectured at Harvard Business School as the subject of one of their case studies, and he is currently on the Carnegie Mellon University faculty in their CRO Executive Certification Program.



### **Michelle K. Lee**

The Honorable Michelle K. Lee is a public company board member, former chief executive of a \$3.4 billion organization, a digital transformation strategist, an MIT-trained engineer, a Silicon Valley veteran experienced in scaling fast-growing companies with disruptive technologies, and one of the top intellectual property experts in the world. Ms. Lee has distinguished herself at the highest levels in technology, law, business, and government and has spent most of her professional career advising some of the country's most innovative companies. She also has a proven track record deftly managing high-profile risks and crises and navigating fast-paced corporate environments as well as complex regulatory and legal landscapes.

Most recently, Ms. Lee served as the Under Secretary of Commerce for Intellectual Property and Director of the United States Patent and Trademark Office (USPTO). In this role, she led one of the largest intellectual property offices in the world with annual revenues of over \$3 billion and 13,000 employees. Ms. Lee was appointed by the President to the position and unanimously confirmed by the United States Senate. She was the principal advisor to the President on domestic and international intellectual property policy, and the first woman to serve as Director of the USPTO in our country's 220+ year history.

Ms. Lee achieved critical operational improvements including helping reduce the patent application backlog from its all-time high by approximately 30%, despite an almost 32% increase in filings; introducing the use of big data and artificial intelligence (AI) techniques to improve the efficiency, quality, and services of a 220+ year old governmental agency; and leading the USPTO to achieve a #2 ranking of Best Places to Work in the Federal Government. Additionally, Ms. Lee successfully handled the positive resolution of a high-profile crisis (front page of *The Washington Post*) through substantive responses, internal and external communications, and effective testimony before Congress.

As Under Secretary of Commerce, Ms. Lee served an ambassadorial role as a lead representative of the U.S. government for international intellectual property engagements. Through this work, she understands the challenges and opportunities U.S. companies face as they navigate the varied intellectual property and business landscapes in foreign markets, particularly in Asia and Europe.

Prior to public service, Ms. Lee spent the entirety of her career in the Silicon Valley advising high-growth, innovative companies with disruptive technologies. She was an executive at Google, serving as Deputy General Counsel. She joined the company when it was relatively young—with domestic revenue only and a few products and services—and helped the company grow into a multinational Fortune 500 corporation with a wide range of products and services. Ms. Lee was responsible for formulating and implementing Google's patent strategy for all its products and services worldwide. She increased Google's patent portfolio from a handful to more than 10,500 patents (over a 1,000-fold increase) in eight years via filings, acquisitions, and strategic

**Michelle K. Lee (continued)**

partnerships to help achieve the company's business goals. Ms. Lee also assisted with a number of Google's key acquisitions including YouTube (video sharing \$1.65 billion), Keyhole (map analysis technology for Google Earth), and GrandCentral (voice over IP). Ms. Lee was a key executive responsible for navigating the company through the high-stakes smartphone patent wars for control over the lucrative smartphone market.

Ms. Lee's unique combination of experiences in Silicon Valley and Washington, D.C., make her a powerful leader and advisor to companies with disruptive technologies and business models, particularly those with a need to navigate complex legal and regulatory landscapes, and non-digital companies seeking to remain competitive in an increasingly digital economy. She currently holds the appointment as the Herman Phleger Visiting Professor at Law at Stanford Law School where she teaches a course on disruptive technologies and their impact on laws and regulations. Ms. Lee also serves as a public company board of director for alarm.com (NASDAQ: ALRM), a leading provider of a cloud-based, software-as-a-service (SaaS) solution to secure and manage an Internet-of-Things connected home or business.

Prior to Google, Ms. Lee served as a partner at the national law firm Fenwick & West, where she advised high-technology clients on technology licensing, intellectual property, litigation, corporate, and mergers and acquisition matters. She has also worked as a computer scientist at Hewlett-Packard Research Laboratories and the MIT AI Laboratory. She holds a BS and an MS in electrical engineering and computer science from MIT, where she wrote her graduate thesis on AI at the MIT AI Lab. She also holds a JD from Stanford Law School.

Ms. Lee has been recognized by numerous organizations for her work, including by *Washingtonian* Magazine as a Tech Titan in 2015 and 2017, and the *San Francisco Business Times* and *San Jose Business Journal* as one of the top 100 most influential women in the Silicon Valley in 2013. She is a frequent speaker on technology and future innovation and has been profiled in or been a commentator for *The Wall Street Journal*, *Fortune*, Bloomberg, C-SPAN, NPR, *Los Angeles Times*, *Politico*, the Brookings Institution, and *The Washington Post*. Ms. Lee has also been a frequently invited speaker and participant at the Stanford Directors' College, a leading executive education program for directors and senior executives of public companies.

Ms. Lee currently serves on the MIT Media Lab Advisory Committee and as a board director of ChIPs, a 501(c)(3) organization she co-founded in 2005 dedicated to advancing women at the intersection of technology, law, and policy.

When not avidly contemplating the impact of new technologies on our future, Ms. Lee enjoys spending time skiing, fishing, and camping with her family.