



**HOLLI HARRIS**  
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**Profile:** 10 years board service at NASDAQ-listed company with the first foreign healthcare network in China. Well-versed in collaborative decision-making on the risk oversight areas of cyber breach, financial controls, liquidity, SEC disclosures, executive compensation and succession, the M&A transaction committee process and the challenge of asymmetric information. Introduced and obtained alignment on new risks to the board and management such as cybersecurity and social media for exposure discussion and risk policy implementation. Managed external auditor relationship and internal audit group as Audit Committee Chair, including establishment of SOX controls and testing framework. In both board and corporate roles, initiated strategic discussions around global trends, emerging technologies and cross-industry disruptive opportunities that retain and/or strengthen market position. Founder and CEO of 7-year old niche-market apparel company, backed by extensive corporate international business development and finance expertise in multiple industries, with an emerging market emphasis on Russia and China. Non-profit board seats include current Chair at Bloodworks NW and 7 years at Ventures, including an expanded role as Chair during Executive Director transition.

**Skillset Summary:**

- 14 years of public and non-profit board experience including Board Chair, Audit and Compensation Committee Chair and Nominating and Governance Committee
- Experienced in applying strategic, analytical thinking, trends and emerging technologies to new product ideas and problem solving
- Develop solid internal and external relationships and lead cross-functional teams
- Strong communicator with non-business staff members on business and other issues
- Well-versed in strategic planning, budgeting and management scorecards
- Extensive business development experience, including emerging markets
- Fluent in Russian, conversational French and Spanish

**Experience:**

NEXT LEVEL Seattle, WA  
Extended Team Member *2015-2018*

- Provide executive and board-level services on an advisory basis with a focus on working with boards on assessing cyber security risk, resiliency planning and creating concrete oversight models that mitigate liability and ensure business continuity in the event of a breach and/or regulatory audit.

BLOODWORKS NW (Formerly Puget Sound Blood Center) *2015-Present* Seattle, WA  
Board and Compensation Committee Chair (21 Trustees)

- Driving shift from traditional blood banking/clinical care services provider/blood science research institute non-profit model to agile social enterprise model with a focus on impact investing for commercializing blood science IP and other revenue opportunities. (Revenue ~ \$170M.)
- Restructuring governance, retooling committees, redesigned long-term strategic planning and accompanying metrics in light of evolving healthcare, technology and consumer trends.

- As Chair of the Finance and Strategy Committee, worked with CFO on board-appropriate financial reporting

HADLEY STILWELL (Under HBH Designs LLC, [HadleyStilwell.com](http://HadleyStilwell.com) ) 2008-Present Seattle, WA  
 Founder/CEO

- Created and manage all aspects of clothing line for breastfeeding mothers including creative design, operations, marketing, accounting, pricing models and financial analysis.
- Developed and maintain multi-channel marketing roadmap including social media strategy.
- Utilize numerous selling channels including e-commerce, retail and co-marketing partnerships.
- Financial performance has earned it a credit line for seasonal capital expenditure requirements.
- Recognized and awarded a grant by the Eileen Fisher Women In Business nationwide competition in 2010.

CHINDEX INTERNATIONAL (NASDAQ: CHDX) 2004-2014 Bethesda, MD / Beijing, China

- Independent Board Director, Audit Committee Chair, and Compensation Committee member of first foreign healthcare network in China. (Acquired and taken private in September 2014)
- Oversaw a 22-month management buyout transaction that resulted in an increased offer price, no significant shareholder lawsuits and unanimous shareholder approval of the deal.
- Managed external auditors and internal audit team, quarterly reporting issues including disclosures and testing of financial controls.
- Introduced and obtained alignment on emerging risks to the board and management such as cyber security and social media for discussion and risk policy implementation.

VENTURES (Formerly Washington Community Alliance for Self-Help) 2007-2014 Seattle, WA

- Board Chair for non-profit microfinance organization serving enterprising individuals with limited financial resources to achieve self-sufficiency through small business education, micro-loans and a supportive community.
- Led Executive Director transition and drove mission scorecard and board effectiveness initiatives.

CORBIS 2004-2008 Seattle, WA

Business Analysis Manager – Digital media licensing industry

- Led monthly business reviews and strategic analysis discussions with all business units and senior management.
- Worked with all groups to create scorecard metrics, resulting in highlighting of actionable issues.
- Worked directly with CFO on long range planning and annual budgeting process.
- Initiated and led data cleanup project, resulting in improved customer and product line analytics.
- Managed e-commerce strategy project, resulting in phased plan for website, metrics and peer group benchmarking.
- Sales incentive plan: Led cross-functional discussion around matching revenue goals to incentive plan, built model to quantify impact of numerous scenarios and explained new plan to international sales team.

AMGEN 2002-2003 Seattle, WA

Financial Analyst – Financial Planning & Analysis Group (R&D)

- Managed budget and dashboard for 20+ drug discovery projects in the product pipeline.

ILLUMIGEN BIOSCIENCES INC. 2001-2002 Seattle, WA

Senior Licensing Manager – Biotech spin-off from UW Human Genome Project

- Negotiated Research Agreements, intellectual property licenses, patents and commercial lease.
- Worked with scientists in quantifying project risks.

JOHNSON CONTROLS 2001

Seattle, WA

Product Development Consultant - Tier 1 Automotive Supplier

- Led multi-disciplinary team writing business plans for wireless consumer product ideas I conceived at Frog Design.
- Defined and quantified business opportunities in targeted market segment: Built revenue models, defined customer needs and partnership/features/implementation roadmaps.
- Directed team's efforts in gathering market data, technical capabilities and conducting customer survey

FROG DESIGN INC. (<http://www.frogwerk.com/>) 2000-2001

San Francisco, CA

Business Development Manager – Project collaboration software startup group in established industrial design firm

- Led product management for 2D/3D web collaboration (core functionality): Worked with technical team to weigh features against technical and business criteria.
- To create marketing buzz, generated cross-industry product ideas by bringing together customers, in-house designers and technology partners; analyzed pervasive computing market and began discussions with key players.
- Defined future vertical/horizontal revenue growth directions, partnership strategy and customer acquisition plan.
- Acquired beta customer by generating product ideas with the customer and demonstrating how the software managed the product development process. Resulted in their subsequently hiring me to develop more product ideas.
- Modeled financial terms for partnerships and licensing agreements; initiated, negotiated and closed deals.
- Presented third-party commercialization strategy to Xerox PARC for their non-utilized technologies, accomplishing the first such deal signed with PARC, where Frog Design gained access to emerging technologies for new product development while PARC acquired an additional commercialization channel.

PEOPLETEAM 1999-2000

Los Angeles, CA

Interim COO - B2B startup in the contract furnishing industry (commercial interior design)

- Managed team in developing web-based project collaboration software linking furnishing vendors, interior designers and corporate clients into a defined product and structured business plan.
- Identified areas for streamlining the designers' workflow with clients and created partnership roadmap.
- Initiated contact with partners and signed Letters of Intent.

DRESDNER KLEINWORT BENSON 1998-1999

London, UK

Senior Associate - Oil & Gas Team, Investment Banking

- Managed oilfield acquisition team in E. Europe/Latin America for corporate clients: Built valuation models, presented project economics, marketed assets to bidders. (Assets valued at ~\$300M.)

ARCO INTERNATIONAL 1996-1998

Plano, TX

Financial Analyst

- Promoted to working with petroleum engineers on modeling and valuing oilfield production contracts; composed acquisition bid strategies.
- Quantified exploration program's rate of return and net income drivers for senior-level review of growth strategy; received Exceptional Contribution award.
- Monitored and reported to Controller on monthly net income and budget variance for 25 international exploration projects; managed annual budget process. (Budget size ~\$200MM.)

WORK EXPERIENCE IN RUSSIA 1989-1994

Throughout former Soviet Union

- HBH Trading (Independent Consultant): Engineered entry strategy into Russia for U.S. pipeline systems, water purification and pharmaceutical companies by initiating discussions and overseeing joint venture agreements.
- Western Atlas International (Business Development Manager): Developed joint ventures in Russian market for U.S. oil exploration company and worked with Russian partners in selling joint services to Russian oil companies.
  - Entered Azerbaijan market by engaging head of Azeri exploration company in oil business conversation and joint opportunities in Russian, leading to a joint venture that expanded Western Atlas' market reach.
  - Conceived and executed a medical aid airlift, including pharmaceutical donations, to W. Siberia. Coordinated between U.S. and Russian military, managed publicity in both countries and oversaw aid distribution. The goodwill generated resulted in the opening up of markets not previously available to Western companies.
- U.S. Department of State (Foreign Affairs Officer – U.S. Embassy, Moscow)

## EDUCATION

### UNIVERSITY OF MICHIGAN – MBA (1996)

Ann Arbor, MI

Master of Business Administration: Focus on Finance and Corporate Strategy

### UNIVERSITY OF CALIFORNIA, DAVIS – BA (1988)

Davis, CA

Dual Bachelor of Arts: International Relations and Russian Language

**ADDITIONAL** Member of National Association of Corporate Directors • Girl Scout troop leader • Scuba • Travel