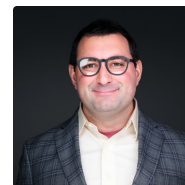


Jacob James Kahn

Board Director · Digital & Business Transformation, Lockheed Martin (1LMX) · General Partner, HBS Phoenix Fund
Certified Private Company Governance Director (Private Directors Association) · Candidate, NACD Directorship Certification
Nominating & Governance · Audit & Finance · Risk · Technology & Defense · Financial Services



DIRECTOR BIO

Jacob James Kahn is a board director who brings governance, audit, risk and investment oversight to the boards he serves, grounded in a Master of Science in Accounting and an MBA. He serves on the Board of Directors of Harvard Alumni Defense & Aerospace with nomination and governance responsibilities — director recruitment and candidate evaluation, board and officer succession, bylaws, charters and governance policies, and board evaluation and onboarding — and on the BU Questrom MBA Alumni Council Board of Advisors. On the Board and Finance & Audit Committee of Easterseals Massachusetts, a statewide disability-services nonprofit, he reviewed financial statements, budgets and the Form 990 across three budget cycles. He has been a board observer for technology and financial-services portfolio companies since 2020 and, as General Partner of HBS Phoenix Fund, is a fiduciary to limited partners across 25-plus portfolio companies.

In Cambridge Associates' Endowments & Foundations practice he was fiduciary for more than \$3 billion across foundation and endowment clients — most governed by committees on which he sat in an advisory capacity, some managed at his sole discretion under the Investment Policy Statement — advising boards on drawdown policy, endowment strategy, manager selection, enterprise risk, committee charters and trustee education. At Lockheed Martin he leads risk management and financial controls for a \$28 million program within 1LMX, publicly described as the defense industry's largest digital transformation, with zero audit findings across three releases. He holds an MBA from Boston University, an MS in Accounting & Data Analytics from the University of Illinois, and dual bachelor's and master's degrees from Harvard University.

COMMITTEE READINESS

Nominating & Governance

- Board of Directors, Harvard Alumni Defense & Aerospace (2023–present), with nomination and governance responsibilities: director recruitment and candidate evaluation, board and officer succession, bylaws, charters and governance policies, board evaluation and onboarding
- Advised endowment and foundation boards on committee charters, conflict-of-interest and delegation policies, trustee education and committee succession
- Certified Private Company Governance Director; NACD Director Professionalism incl. CEO Succession; Sidley Austin Director College; board observer at 25+ companies

Audit & Finance

- Board of Directors and Finance & Audit Committee, Easterseals Massachusetts (2019–2021): financial statements, budgets, budget-to-actual results and Form 990 across three cycles; audit-committee support for endowment and foundation clients

Risk, Compliance & Regulatory

- Risk and financial-controls lead, Lockheed Martin 1LMX: 25–50 financial, SOX and compliance risks reported to executives monthly; 25+ SOX controls, zero audit findings; BBH/State Street integration plan and regulatory approvals; InfraGard (Rhode Island)

Investment & Private Capital

- Fiduciary for \$3B+ across six-plus foundations and endowments, including discretionary IPS mandates; counsel on drawdown policy, endowment strategy, asset allocation, manager selection, fees and performance; General Partner, HBS Phoenix Fund (25+ portfolio companies)

Technology, Transformation & AI

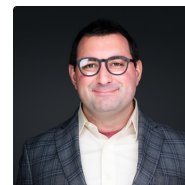
- Lockheed Martin 1LMX, publicly described as the defense industry's largest digital transformation (~\$6B); Agilent SAP S/4HANA and CPQ implementation (2021); Oxford AI programs (2026)

BOARD & ADVISORY SERVICE

Organization	Role	Dates
Boston University Questrom MBA Alumni Council	Board of Advisors	2026–present
Harvard Alumni Defense & Aerospace (Harvard Alumni Association)	Board of Directors; nomination and governance committee responsibilities	2023–present
HBS Phoenix Fund	General Partner	2023–present
Technology and financial-services portfolio companies (confidential)	Board Observer	2020–present
Easterseals Massachusetts	Board of Directors; Finance & Audit Committee	2019–2021

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DIRECTOR PROFILE

Board director with an MS in Accounting and an MBA who brings nominating-and-governance, audit, risk and investment oversight to technology, defense and financial-services organizations: nomination and governance responsibilities at Harvard Alumni Defense & Aerospace; Finance & Audit Committee, Easterseals Massachusetts; fiduciary for \$3B+ in foundation and endowment assets at Cambridge Associates; risk and financial-controls lead within Lockheed Martin's 1LMX transformation.

COMMITTEE READINESS

Nominating & Governance

- Board of Directors, Harvard Alumni Defense & Aerospace (2023–present), with nomination and governance responsibilities: director recruitment and candidate evaluation, board and officer succession, bylaws, charters and governance policies, board evaluation and onboarding
- Advised endowment and foundation boards at Cambridge Associates on committee charters, conflict-of-interest and delegation policies, trustee education and committee succession
- Certified Private Company Governance Director (PDA); NACD Director Professionalism, including CEO Succession; Director College, Sidley Austin LLP
- Board observer at 25+ portfolio companies since 2020; manages the Harvard Alumni on Public Boards group (Diligent Director Network); Harvard College alumni interviewer

Audit & Finance

- Board of Directors and Finance & Audit Committee, Easterseals Massachusetts (2019–2021): financial statements, annual budgets, budget-to-actual results and Form 990 across three budget cycles
- Supported client audit and finance committees at Cambridge Associates: auditor selection, audit findings, budgets, financial statements and Form 990s

Risk, Compliance & Regulatory

- Leads risk and financial controls within Lockheed Martin 1LMX; 25–50 financial, SOX and compliance risks reported to executives monthly; mitigation avoided \$1M+ in exposure
- 25+ SOX and financial controls maintained through three enterprise releases with zero audit findings
- M&A and regulatory: BBH/State Street integration plan and regulatory approvals (\$3.5B); SEC/FINRA, CSSF, Central Bank of Ireland and FCA regimes; member, InfraGard (Rhode Island), the FBI–private sector critical-infrastructure partnership

Investment & Private Capital

- Fiduciary for \$3B+ across six-plus foundations and endowments at Cambridge Associates, including discretionary IPS mandates; advisory seats on investment, audit and finance committees; counsel on drawdown policy, endowment strategy, asset allocation, manager and OCIO selection, fees and performance
- General Partner, HBS Phoenix Fund (2023–present): fiduciary to limited partners; 25+ portfolio companies evaluated and monitored; PDA certificates in Private Equity and ESOP governance

Technology, Transformation & AI

- Lockheed Martin 1LMX (2023–present), publicly described as the defense industry's largest digital transformation (~\$6B); Agilent Technologies' global SAP S/4HANA and CPQ implementation (2021)
- University of Oxford: AI and Digital Transformation in Government; AI, Justice, and the Rule of Law (2026)

BOARD & ADVISORY SERVICE

Organization	Role	Dates
Boston University Questrom MBA Alumni Council	Board of Advisors	2026–present
Harvard Alumni Defense & Aerospace (Harvard Alumni Association)	Board of Directors; nomination and governance committee responsibilities	2023–present
HBS Phoenix Fund	General Partner	2023–present
Technology and financial-services portfolio companies (confidential)	Board Observer	2020–present
Easterseals Massachusetts	Board of Directors; Finance & Audit Committee	2019–2021
Harvard Innovation Labs startups	Co-Founder, Jamber Inc.; Advisory Board Member	2018–2024

PROFESSIONAL EXPERIENCE

- Digital & Business Transformation · Lockheed Martin

2023–present

Leads risk management and financial controls for a \$28 million program within 1LMX, the company-wide ERP and process transformation (~\$6B) publicly described as the defense industry's largest digital transformation, consolidating four business areas into one company; held within 5% of budget. Reports 25–50 financial, SOX and compliance risks to executives monthly; mitigation plans avoided \$1M+ in cost exposure. Maintained 25+ SOX and financial controls through three enterprise releases with zero audit findings, while delivering \$1M+ in annual savings.
- Consultant, Endowments & Foundations Practice · Cambridge Associates

2022–2023

Fiduciary for more than \$3 billion across six-plus foundation and endowment clients (\$50M–\$1B each; confidential under NDA): most governed by committees on which he sat in an advisory capacity, some managed at his sole discretion under the Investment Policy Statement. Co-wrote committee agendas with chairs and advised quarterly on drawdown and spending policy, endowment strategy, liquidity and sustainability. Advised boards on asset allocation, manager and OCIO selection, fees and performance, enterprise risk, committee charters, conflict-of-interest and delegation policies, trustee education and committee succession; supported audit committees on auditor selection, audit findings, budgets, financial statements and Form 990s.
- AVP / Senior Specialist, International Markets, Investor Relations · Brown Brothers Harriman

2021–2022

Directed \$100M+ programs for 11 global asset managers ('33/'34/'40 Act fund complexes and Luxembourg and Irish UCITS funds) across BBH's Luxembourg, Kraków and Tokyo offices; raised profitability 8%. During the then-pending \$3.5B sale of BBH Investor Services to State Street, worked on the preliminary integration plan and with regulators on change-of-control approvals and client consents; reported risk and control matters to client fund boards and risk committees under SEC/FINRA, CSSF, Central Bank of Ireland and FCA regimes.
- External Consultant through Boston Harbor Consulting · Agilent Technologies (NYSE: A)

2021

Led delivery workstreams on Agilent's global SAP S/4HANA and CPQ (quote-to-cash) implementation.
- Early career: Co-Founder, Jamber Inc., Harvard i-lab Venture Incubation Program; advised many i-lab startups.

BOARD SKILLS

Skill	Evidence
Governance, board composition & succession	Nomination and governance role, Harvard Alumni Defense & Aerospace — recruitment, succession, bylaws and charters, board evaluation; Certified Private Company Governance Director
Financial oversight, accounting & audit	MS, Accounting & Data Analytics; Finance & Audit Committee, Easterseals Massachusetts; audit-committee support at Cambridge Associates
Risk, internal controls & compliance	Risk and financial-controls lead, Lockheed Martin 1LMX; 25+ SOX controls, zero audit findings; InfraGard (Rhode Island)
Investment, endowments & private capital	Fiduciary for \$3B+ at Cambridge Associates, incl. discretionary mandates; General Partner, HBS Phoenix Fund; Yale SOM Investment Management
M&A, regulatory & international	BBH/State Street integration plan and regulatory approvals; SEC/FINRA, CSSF, Central Bank of Ireland, FCA; Luxembourg, Kraków, Tokyo
Technology, ERP transformation & AI	Lockheed Martin 1LMX; Agilent Technologies SAP S/4HANA and CPQ (2021); University of Oxford AI programs (2026)
Sectors: defense & aerospace, financial services, nonprofit	Lockheed Martin; Harvard Alumni Defense & Aerospace; Brown Brothers Harriman; financial-services board observer; Easterseals Massachusetts; foundations and endowments

EDUCATION

- Harvard University — Dual Bachelor's–Master's, General Management, cum laude
- Boston University Questrom School of Business — MBA
- University of Illinois, Gies College of Business — MS, Accounting & Data Analytics
- Yale School of Management — Executive Education, Investment Management (2023)

DIRECTOR EDUCATION

- Certified Private Company Governance Director; Private Equity Company Governance; ESOP Governance Essentials — Private Directors Association, Dec 2025
- Director College — Sidley Austin LLP, 2024
- NACD Director Professionalism (incl. Risk Oversight, Compliance & Ethics, CEO Succession) and Accelerate Program — 2023
- AI and Digital Transformation in Government (Saïd) and AI, Justice, and the Rule of Law — University of Oxford, 2026

AFFILIATIONS & LEADERSHIP

NACD · Private Directors Association, New England · DCRO Institute · Digital Directors Network · Nasdaq Center for Board Excellence Insights Council · Harvard Business Review Advisory Council · InfraGard (Rhode Island) · Harvard Alumni on Public Boards (group manager) · HBS Forums (moderator) · Harvard University Alumni Marshal (2024–present) · Harvard College alumni interviewer

References from board chairs and fund partners available on request. · Contact 646.662.0005 · linkedin.com/in/jacobjkahn