



# Stephen Fleming

Chief Commercialization Officer  
Georgia Institute of Technology

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## Summary

Originator and current director of the Commercialization Services group for Georgia Tech's Enterprise Innovation Institute. Brought on board in 2005 to streamline the handling of intellectual property, accelerate the licensing of technology, and make the Institute's resources more readily accessible to business and industry. Former general partner of \$250 million early-stage venture capital firm; responsible for 18 investments, 16 board seats, and ten successful exits (one pending). Previously, led introduction of residential broadband products (ADSL and cablemodems) at Nortel. Vice President of Product Management and Marketing at LICOM (venture-funded startup). Started career as bench scientist at Bell Labs. Spent 2003 consulting and teaching at Georgia Tech's College of Management. Active angel investor, community leader, and mentor to local entrepreneurs.

## Work Experience

**Georgia Institute of Technology** (May 2005—Present)  
Chief Commercialization Officer

Responsible for:

- Managing a team of commercialization catalysts and other professionals to serve the commercialization needs of Georgia Tech and its partners;
- Creating a clear process for the commercialization of technology developed by faculty members and students;
- Recruiting experienced entrepreneurs to partner with faculty in launching new companies;
- Managing over \$2 million/year in Georgia Research Alliance grants and loans to Georgia Tech spinout companies;
- Creating and managing the GT Edison Fund;
- Providing a consistent set of expectations for business and industry partners who wish to commercialize Georgia Tech research, setting realistic goals for license terms and the time required for completing the licensing process;
- Encouraging Georgia companies to apply for and win SBIR/STTR Federal grants for research and commercialization;
- Helping Georgia companies develop the new products and processes they need to compete in world markets by transferring technology innovations developed at Georgia Tech and partner organizations, and
- Setting a new standard for technology commercialization, helping Georgia Tech meet its goal of defining the technological university of the 21st century.

## Lectures / Invited Speaker

Advanced Technology Development Center  
AeA Investment Conference  
America's Competitiveness Forum/  
U.S. Department of Commerce  
Atlanta Web Entrepreneurs Exchange  
AUTM Annual Meeting  
AUTM Graduate Course  
BarCamp Atlanta  
CapVenture  
CIO Magazine Executive Council  
CNN  
Coastal Beta Exchange  
Corporate IP Roundtable  
DragonCon  
Emory University/Goizueta Business School  
FastTrac TechVentures  
Georgia CIO Leadership Association  
Georgia State University Law School  
Georgia Tech classes (various)  
Georgia Tech Alumni Association  
Georgia Tech Investment Summit  
IBF Clean-Tech Conference  
IBF Tech Transfer Conference  
IMPACT Speaker Series/Georgia Tech College of Management  
Institute for Enterprise Innovation  
ION Venture Forum  
Liberty Middle School  
Minority Business Development Center  
MIT Enterprise Forum  
NASA Institute for Advanced Concepts (NIAC)  
National Association of Seed and Venture Funds (NASVF)  
National Council of Entrepreneurial Tech Transfer (NCET2)  
nightLIGHT (originator & host)  
PitchCamp  
President's Commission on Implementation of United States Space Exploration Policy (the "Aldridge Commission")  
PWC MoneyTree  
Southeastern University Research Association  
Southern Growth Policies Board  
Southern Technology Council  
Space Access Conference (multiple years)

**Georgia Institute of Technology** (Sept 2003—May 2005)**Adjunct Instructor, College of Management**

Taught MGT 6165 class in entrepreneurship to second-year MBA students with an emphasis on venture creation, capital formation, and exit strategies. Advised and judged teams in Georgia Tech Business Plan Competition and Venture Capital Investment Competition. Served as Entrepreneur in Resident at ATDC.

**Alliance Technology Ventures** (Jan 1995—Apr 2002)**General Partner**

Recruited as second general partner of early-stage venture capital firm sponsored by the Georgia Research Alliance. Helped complete fundraising for ATV-I (which closed at \$35 million under management), and instrumental in raising ATV-II (\$75 million in 1998) and ATV-III (\$150 million in 2000).

Made 18 investments in companies building wireless equipment, telecommunications systems, semiconductors, enterprise software, and Internet services, of which four led to successful IPOs while nine more were acquired. Four were written off. At this writing, one is still private and profitable. Personally responsible for investing \$65 million over eight years, returning an IRR of 47% net of all fees and expenses.

During this time, very active in the Atlanta technology community and state of Georgia's public policy debates concerning high technology. Served the board of directors for the Georgia Center for Advanced Telecommunications Technology. Continued close relationship with Georgia Tech, endowing a professorship and serving on advisory boards for the College of Computing and the College of Management.

**Nortel Networks** (Sep 1983—Dec 1994)**Associate VP, Broadband Access**

Multiple positions in multiple locations, all relevant to broadband telecommunications. Began work as a field engineer for the optical cable division, installing and teaching splicing techniques for some of the first large-scale single-mode fiber installations in the world. Later moved into transmission systems; introduced the first 135 Mb/s, 565 Mb/s, and small-footprint DS3 multiplexers to the U.S. market.

Recruited in 1986 to join a new division of Northern Telecom, focusing on the nascent broadband marketplace. This move involved a promotion from engineering into product management, with responsibilities including negotiating product features and schedules with marketing, design engineering, and manufacturing (including a third-party OEM arrangement with Tellabs).

After LICOM experience (see below), returned to Northern Telecom as a director in the Eastern Sales Region. Responsible for introducing Nortel's new line of SONET equipment to the Federal government and to Bell Atlantic (now Verizon). Relocated to U.S. headquarters in 1988 as Director of Strategic Marketing for all of Nortel's broadband products.

In addition to supporting existing product lines, took the initiative to create an "intrapreneurial" startup focused on ADSL and cablemodems. Both product lines were launched successfully after Mr. Fleming's promotion to Associate VP of Marketing for Broadband Access. ADSL business sold to Texas Instruments for more than \$400 million. Cablemodem and cable telephony products migrated to Arris (a joint venture between Nortel and Antec), where they produced over a billion dollars of revenue in less than six years.

Space Frontier Foundation  
Space Investment Summit  
Space Venture Finance Symposium/  
NSS-ISDC  
Startup Gauntlet  
StartupLounge.com  
State of Georgia Legislature (multiple  
committees)  
State Science and Technology  
Institute (SSTI)  
Tech High School  
TechConnect  
Technology Association of Georgia  
Technology Transfer Society (TTS)  
Tennessee Valley Venture Forum  
The Mars Society  
Universidad Tecnica Federico Santa  
Maria (Santiago)  
VC-Angel Roundtable  
Venture Capital Institute (VCI —  
multiple years)  
Venture Capital Investment  
Competition  
Venture Market South  
Woodward Academy  
World's Best Technologies Forum  
(WBT)

**Company Affiliations***Current Affiliations:***Asankya:** board observer \***Icon Aircraft:** board observer**pbWiki:** board observer**Seraph Group:** member of  
investment committee**XCOR Aerospace:** director*Former Affiliations:***Alliance Technology Ventures:**  
general partner**Astracom:** director \***Boca Photonics:** director**BroadRiver:** director**Care Centric Solutions:** director,  
temporary CEO**CBS Sportsline** (Nasdaq: SPLN):  
director**Digital Furnace:** director \***Eprise** (Nasdaq: EPRS): director**Home Wireless Networks:** director**iPower:** director**Pathfire:** director \***RF Micro Devices** (Nasdaq: RFMD):  
board observer**RF Solutions:** director**SecureWorks:** director**Synchrologic:** director \***Telaxis** (Nasdaq: TLXS): board  
observer**ValuBond:** director**Verifiber:** director \***ZapMedia:** director

\* Significant GT intellectual property  
or sponsored research

**LICOM** (Feb 1988—Sep 1989)

**VP, Product Management and Marketing**

Recruited from Nortel to venture-funded startup company. Ran product management and marketing from product launch until company sale to a publicly-traded competitor in summer 1989. |

**AT&T Bell Laboratories** (Sep 1978—Jun 1983)

**Associate Member of Technical Staff**

Intern and co-op assignments of unusual depth and breadth related to optical fiber telecommunications. Published some of the first experimental data regarding single-mode optical fiber splicing. Pioneered the use of 3D graphics to analyze viscoelasticity of various polymer compounds used in optical fiber and copper cables. These graphical analysis programs, run on an early Cray-1 supercomputer, were used for years afterwards in Western Electric factories.

## Education

**Georgia Institute of Technology** (Sep 1979—Jun 1983)

**BS, Physics**

Graduated *summa cum laude* while supporting 100% of expenses through scholarships and co-op assignments. Very active in student government; participated in legislative lobbying to increase Georgia Tech's state budget allocation. Tapped as member of ANAK, Georgia Tech's student honor society.

## Other Affiliations

**Tech High School:** member of Board of Trustees

**Spiritual Living Center of Atlanta:** member of Board of Trustees

**Space Angel Network:** founding member

**Atlanta Technology Angels**

**American Physical Society**

**Optical Society of America**

**IEEE** (Institute of Electrical and Electronics Engineers)

**Technology Association of Georgia**

**MIT Enterprise Forum of Atlanta**

**MENSA**