



Stephen Fleming

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Summary

Vice Provost for Economic Development and Technology Ventures and Executive Director of the Enterprise Innovation Institute (EI²) at Georgia Tech. Brought on board in 2005 to create the Commercialization Services group for EI². Streamlined the handling of intellectual property, accelerated the licensing of technology, and made 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 (July 2009—present)

Vice Provost, Economic Development and Technology Ventures

Responsible for the Enterprise Innovation Institute with staff of 185 and approx. \$20 million annual budget. Major divisions include:

- Advanced Technology Development Center (ATDC);
- Industry Services (including Georgia Manufacturing Extension Program, GaMEP);
- Center for Health System Deployment (CHSD);
- Community Policy and Research Services (CPRS); and
- Strategic Partners Office (SPO).

Georgia Institute of Technology (May 2005—June 2009)

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;
- Formalizing and expanding the Georgia Tech VentureLab process for the commercialization of technology developed by faculty members and students;
- Recruiting experienced entrepreneurs to partner with faculty in launching new companies;

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 (multiple years)
 Emory University/Goizueta Business School
 FastTrac TechVentures
 Georgia CIO Leadership Association
 Georgia Economic Development Authority (GEDA)
 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
 IgniteATL
 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

- 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.

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

Southern Technology Council
 Space Access Conference (multiple 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
 TIE-Atlanta
 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)

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.

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.

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

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

Technology Association of

Georgia: board 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