



# Stephen Fleming

Vice President  
Georgia Institute of Technology

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## Summary

Vice President for Economic Development and Technology Ventures and Executive Director of the Enterprise Innovation Institute (EI<sup>2</sup>) at Georgia Tech. EI<sup>2</sup> provides services to businesses, industrial operations, entrepreneurs, and economic developers with the common goal of improving their competitiveness. In addition, EI<sup>2</sup> is the link between industry and the Georgia Tech campus, presenting connections to Georgia Tech resources, including world-class research, state-of-the-art facilities, and internationally-recognized faculty.

Joined Georgia Tech in 2005 to create the Commercialization Services group for EI<sup>2</sup>. Streamlined the handling of intellectual property, accelerated the licensing of technology, and made the Institute's resources more readily accessible to business and industry. Promoted to current position mid-2009.

Former general partner of \$250 million early-stage venture capital firm; responsible for 18 investments, 16 board seats, and thirteen successful exits. Previously, led introduction of residential broadband products (ADSL and cablemodems) at Nortel Networks. Vice President of Product Management and Marketing at LICOM (venture-funded startup). Started career as bench scientist at Bell Laboratories. Active angel investor, community leader, and mentor to local entrepreneurs.

## Work Experience

### Georgia Institute of Technology (July 2009—present)

Vice President, Economic Development and Technology Ventures  
Responsible for the Enterprise Innovation Institute with staff of 200+ 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).

## Lectures / Invited Speaker

Advanced Technology Development Center  
AeA Investment Conference  
America's Competitiveness Forum/  
U.S. Department of Commerce  
AngelPool  
Atlanta Web Entrepreneurs Exchange  
AUTM Annual Meeting  
AUTM Graduate Course  
Atlanta Science Tavern  
BarCamp Atlanta  
BIO (Biotechnology Industry Organization) conference  
CapVenture  
Chancellor's Economic Development Forum (Ga. Board of Regents)  
CIO Magazine Executive Council  
CNN  
Coastal Beta Exchange  
The Conference Board  
Corporate IP Roundtable  
DragonCon (multiple years)  
Emory University/Goizueta Business School  
FastTrac TechVentures  
Georgia Chamber of Commerce  
Georgia CIO Leadership Association  
Georgia Economic Development Authority (GEDA)  
Georgia Forward  
Georgia General Assembly (multiple committees)  
Georgia State University Law School  
Georgia Tech classes (various)  
Georgia Tech Alumni Association  
Georgia Tech Investment Summit  
Human Agricultural University (China)  
IBF Clean-Tech Conference  
IBF Tech Transfer Conference  
IgniteATL  
IMPACT Speaker Series/Georgia Tech College of Management  
Innoventure Atlanta  
Institute for Enterprise Innovation  
ION Venture Forum  
Kentucky Innovation and Entrepreneurship Conference  
Liberty Middle School  
Metro Atlanta Chamber of Commerce economic development mission to Brazil

**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;
- 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, including a sale to Dell for \$650 million. Five were written off. 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.

Minority Business Development Center  
 MIT Enterprise Forum  
 NASA Institute for Advanced Concepts (NIAC)  
 NASA Interstellar Workshop  
 National Association of Seed and Venture Funds (NASVF)  
 National Council of Entrepreneurial Tech Transfer (NCET2)  
 nightLIGHT (originator & host)  
 NPR Marketwatch  
 PBS "Need to Know" (TV show)  
 PitchCamp  
 President's Commission on Implementation of United States Space Exploration Policy (the "Aldridge Commission")  
 PWC MoneyTree  
 Southeastern University Research Association  
 Southern Economic Development Council  
 Southern Growth Policies Board  
 Southern Technology Council  
 Space Access Conference (multiple years)  
 Space Frontier Foundation  
 Space Investment Summit  
 Space Venture Finance Symposium/ NSS-ISDC  
 SpaceUp Atlanta  
 Startup Campinas (Brazil)  
 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)  
 Telecommunications Industry Association  
 Tennessee Valley Venture Forum  
 The Mars Society  
 ThinSavannah  
 TIE-Atlanta  
 Unicamp (Brazil)  
 Universidad Tecnica Federico Santa Maria (Santiago)  
 University of Pretoria (South Africa)  
 University of Trento (Italy)  
 U.S. Chamber of Commerce  
 U.S. Economic Development Administration annual conference  
 USA Today  
 VC-Angel Roundtable  
 Venture Capital Institute (VCI — multiple years)  
 Venture Capital Investment Competition  
 Venture Market South  
 Woodward Academy

**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 cabledemodems. 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. Cabledemodem 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.

World's Best Technologies Forum (WBT)

**Company Affiliations***Current Affiliations:***Seraph Group:** member of investment committee**Space Angels Network:** founding member**XCOR Aerospace:** director*Former Affiliations:***Alliance Technology Ventures:** general partner**Asankya:** board observer \***Astracom:** director \***Boca Photonics:** director**BroadRiver:** director**Care Centric Solutions:** director, temporary CEO**CBS Sportline** (Nasdaq: SPLN): director**Digital Furnace:** director \***Eprise** (Nasdaq: EPRS): director**Home Wireless Networks:** director**Icon Aircraft:** board observer**iPower:** director**Pathfire:** director \***pbWorks:** board observer**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:** former member of Board of Trustees**Spiritual Living Center of****Atlanta:** former Vice President of Board of Trustees**Technology Association of Georgia:** board member**VentureAtlanta:** member of steering committee**Atlanta Technology Angels****American Physical Society****Optical Society of America****IEEE** (Institute of Electrical and Electronics Engineers)**Lifeboat Foundation****MENSA****MIT Enterprise Forum of Atlanta****X PRIZE Foundation**