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EDUCATION

1979-1982 [Brown University](#), BA, [Cognitive Science](#) (Graduated in 3 years; helped create the Cognitive Science Concentration at Brown)

PATENTS

[U. S. Patent 4,837,798](#) for "*Communications System Having Unified Messaging*," Issued 06 June 1989.

- 2000 Lucent Technologies Patent Award & Recognition: *Illuminating the New Millennium* for joint AT&T/Lucent; On exhibit at **Bell Labs Technology Showcase**, Murray Hill, NJ (Bell Labs Headquarters)

TEACHING/ACADEMIA

Brown University: [Women's LaunchPad Program](#), Social Entrepreneurship Fellowship Mentor, Entrepreneur Program Mentor, Engineering School Undergraduate Group mentor, Brown STEAM

Brown University & IE Business School: Visiting Scholar: [IE-Brown E-MBA Program](#)

Case Western Reserve University: Advisory Board Member, [think\[box\]](#)

Previously: Oberlin College: [Adjunct Professor](#): Business Model Innovation and LaunchU Program

Previously: Vanderbilt University: Guest Lecturer, [Entrepreneurship](#)

Previously: Baldwin-Wallace College [Center for Innovation and Growth](#): Growth Partner

Previously: Katz School of Business [Institute for Entrepreneurial Excellence](#); Univ. of Pittsburgh: Strategy

BOARDS

Brown University [School of Engineering](#) Advisory Board Member

RISD (Rhode Island School of Design): [DESINE-Lab](#) Advisory Board Member

Business Innovation Factory: Board Member

CCChampions: Board Member

MED International: Board Member

Student Language Exchange: Board Chair

BLOGS – STORIES - TALKS

- Blogger at [Harvard Business Review](#), [Switch and Shift](#), [Innovation Excellence](#), [Forbes](#) and Articles on [InnovationManagement.se](#)
- Harvard Business Review OnPoint. "[Turn Smart Strategy into Winning Performance](#)" Spring 2013.
- [BIF9](#) (Business Innovation Factory). "[Love and The Network in an I-Thou World.](#)" September 18, 2013.
- [UnleashWD 2013](#). "[Creating New Possibilities Through Innovation.](#)" October 29, 2013.
- [CXO Talk](#) with Vala Afshar and Mike Kringsman. "[7 Ways to Remain Relevant and Deliver Customer Value](#)" November 8, 2013.
- [Switch and Shift TV with Ted Coine](#). "[Musings on Millennials, Middle Management and Maine's Blue Lobsters.](#)" August 14, 2013.

- Trek Innovation Summit. "[Finding Blue Lobsters](#)" February 21, 2013.
- Finalist – [Beyond Bureaucracy Challenge: Packaging up Management Innovation](#) at the MiX
- Named 1 of the Top 40 Innovation Bloggers of 2011, 2012, 2013 & 1 of top 100 Innovation Articles

BOOK CONTRIBUTIONS

- Fargo, Tim (editor). [Fried Twitter Tales](#). February 2014, Chapter 1
- Kimmell, Barbara Brooks (editor). [Trust Inc.: 52 Weeks of Activities and Inspirations for Building Workplace Trust \(Vol. 3\)](#). Next Decade Inc., 2014 (Chapter 1, page 29 "Experiment-Learn-Apply-Iterate")
- Wadhwa, Vivek & Farai Chideya. [Innovating Women: The Changing Face of Technology](#). Division Books, 2014 (Chpt 3: Disrupting One's Way Through Life).
- D'Souza, Steven & Diana Renner. [Not Knowing: The Art of Turning Uncertainty Into Opportunity](#). LID Publishing, 2014 (Chpt 8: Leap in the Dark; 3: Bring Diverse Voices Together, pg. 251).
- Solis, Luis. [Innovation Alchemists: What Every CEO Should Know to Hire the Right Chief Innovation Officer](#) Bookbaby, 2014 (Chpt: Trust Trumps Everything and Ghost wrote Chpt: Menasha's Winning Package by Mike Waite).
- Kimmel, Barbara Brooks (editor). [Trust Inc.: Strategies for Building Your Company's Most Valuable Asset \(Vol. 1\)](#). Next Decade Inc., 2013 (Section II: Trust in Practice; "You Can't Take 164 Years of Trust for Granted" pg. 81)
- Sundheim, Doug. [Taking Smart Risks: How Sharp Leaders Win When Stakes are High](#) McGraw-Hill, 2012 (contributor/interviewee).
- Osterwalder, Alexander & Yves Pigneur. [Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers](#) Wiley, 2010 (Co-Creator).
- Denning, Stephen. [The Leader's Guide to Radical Management: Reinventing the Workplace for the 21st Century](#) Jossey-Bass, 2010 (Editor/Reviewer)
- *Innovation Leaders Forum* (March 8, 2012 – Boston, MA), "Making Innovation Real: How to Create a Blue Lobster."
- *Innovation3- Network Building, Culture and Tools Summit* (December 8-10, 2010 – Orlando, FL), "Identifying Leading Indicators for Innovation."
- *The Second Annual Open Innovation Summit* (August 11-12, 2010 – Chicago, IL), "Overcoming Internal Challenges of Adopting Open Innovation Strategies."

Citations: [Numerous on Twitter, Blogs, and LinkedIn Groups](#)

20th CENTURY CITATIONS AND ARTICLES

Michalski, Jerry, *Release 1.0: A Monthly Report From Esther Dyson*, 1-93, 21 January 1993, "Unified Messaging, Part II - ON THE NETWORK CLOUD: AT&T has that vision thing."

Arnum, Eric, *Electronic Mail & Micro Systems (EMMS)*, Vol. 16, No. 1 (January 2, 1992), "More Email on the X.400 Problem."

Sansur, Lana S., *Electronic Messaging News*, Vol. 3, No. 15 (24 July 1991), "Steps To Take in Establishing Corporate Global Messaging Strategy."

Powell, Dave, *Networking Management*, Vol. 9, No. 7 (June 1991), "X.400 Is A Viable, But Still Troubled, Global Medium."

Hinchley, Andrew, *The London Times*, Friday, 28 September 1990, pg. 28 "Networks Tax Value-Added Connections."

PUBLICATIONS

1. *Harvard Information Infrastructure Project's conference on [The Impact of the Internet on Communications Policy](#)*, (December 4, 1997) "[Internet Settlements Pricing Model and Implications](#)" co-authored with John Friedmann.
2. *AT&T Technology*, Vol. 10, No. 3 (Autumn 1995), "The Internet, From Access to 'Zine." URL: <http://www.att.com/att-technology/v10n3/internet.pdf>
3. *AT&T Technology*, Vol. 10, No. 1 (Spring 1995), "Messaging as a Public-Network Service." URL: <http://www.att.com/att-technology/v10n1/message.pdf>
4. *Electronic Messaging Update: The Journal of the Electronic Messaging Association* (Mar/Apr 1994), "Technically Speaking..."
5. *Computer-Telephone Integration '94: Annual Meeting Conference Proceedings* (March 1994), "Unified Messaging...How Unified...And How?."
6. *Electronic Mail Association (EMA) Winter Member Conference Proceedings* (January 1994), "Telecommuting: A Way of Life."
7. Ghost-Authored for Gordon Bridge (AT&T), *AT&T Technology*, Vol. 8, No. 2 (Summer 1993), "Messaging Comes of Age."
8. *European Electronic Mail Association (EEMA) Annual Conference Proceedings* (June 1993), "Current End-User Applications."
9. *Electronic Mail Association (EMA) Annual Conference Proceedings, Tutorial* (June 1993), "Industry Trends."
10. *Electronic Mail Association (EMA) Annual Conference Proceedings* (October 1992), "Creating A Global Messaging Business Case."
11. *Electronic Mail Association (EMA) Annual Conference Proceedings* (October 1992), "Industry Trends."
12. *American Petroleum Institute's (API) Petroleum Industry Data Exchange (PIDX) Fourth Annual Conference Proceedings* (September 1992), "X.400/X.435."
13. *EEMA Briefing: The Official Journal of the European Electronic Messaging Association*, Vol. 5, No.2 (September 1992), "X.400 EDI - Benefits and Uses"
14. *European Electronic Messaging Association (EEMA) Fifth Annual Conference Proceedings* (June 1992), "International Registration Issues," (Rated highest in "Analysis of Speaker Presentations).
15. *European Electronic Messaging Association (EEMA) Fifth Annual Conference Proceedings* (June 1992), Directory and X.500 Tutorial, "North American Directory Forum."
16. *Electronic Mail & Micro Systems (EMMS)* (January 15, 1992), "Some Solutions for the X.400 Problem."
17. *Electronic Mail Association (EMA) Annual Conference Proceedings* (October 1991), "How To Create A Global Messaging Strategy."
18. *National Industrial Transportation League's Autumn Conference Proceedings: Electronic Mail Working Group* (September 1991), "Messaging Applications in the Transportation Industry."
19. *American Petroleum Institute's (API) Petroleum Industry Data Exchange (PIDX) Third Annual Conference Proceedings* (September 1991), "X.400 EDI Case Studies."
20. *EEMA Briefing: The Official Journal of the European Electronic Mail Association*, Vol. 4, No. 1 (August/September 1991), "How To Create A Global Messaging Strategy."

21. *European Electronic Mail Association (EEMA) Autumn Meeting Conference Proceedings* (September 1991), "Applications That Create User Benefits."
22. Co-Authored with Dennis W. Brixius (BP Oil), *American Petroleum Institute's (API) E-Mail Committee Meeting Minutes* (June 1991), "Pragmatics of X.400 Addressing" (Adopted by API E-Mail Committee as the standard addressing format for all API members for electronic messaging).
23. *European Electronic Mail Association (EEMA) Fourth Annual Meeting Conference Proceedings* (June 1991), "How To Create A Global Messaging Strategy" (Selected "Best Paper/Presentation" at the Conference by Attendees).
24. Co-Authored with Dennis W. Brixius (BP Oil USA), *American Petroleum Institute's (API) Petroleum Industry Data Exchange (PIDX) Second Annual Conference Proceedings* (September 1990), "A Global Messaging Case Study: BP Oil USA."
25. Co-Authored with Dennis W. Brixius (BP Oil USA), *EDI Forum: The Journal of Electronic Data Interchange*, Vol. 3 (1990), "Global Messaging Strategy - EDI and Mail."
26. *Petroleum EDI Digest: An EDI Standards Committee of the American Petroleum Institute*, Vol. 2, No. 1 (January - March 1990), "Europe Leads in X.400 Integration."
27. *American Petroleum Institute's (API) Petroleum Industry Data Exchange (PIDX) First Annual Conference Proceedings* (September 1989), "What is X.400?."
28. Co-Authored with Joseph Bednar (AT&T), *AT&T Technology*, Vol. 4, No. 2 (April 1989), "Customer Case Study: Black & Decker."
29. Co-Authored with Kenneth Huber (AT&T), *AT&T Technology*, Vol. 1, No. 1 (September 1986), "Getting the Message with UMS."

BUSINESS EXPERIENCE & SELECTED ACCOMPLISHMENTS

Glengary L.L.C. – Partner (www.glengaryllc.com) Early Stage Venture Capital 2001- Present

Mills-Scofield, L.L.C. - (www.mills-scofield.com) 2001- Present

Focused on helping companies create and execute highly prioritized, actionable, adaptable and measurable strategic plans that help create a culture of innovation

AT&T Corporation 1982 -2000

AT&T WorldNet Services: Internet Industry Structure & Public Policy 1996-2000

Responsible for public policy issues affecting AT&T WorldNet's revenue/cost structure and continuous assessment of Internet industry structure for disruptive technologies and trends.

- **CREATED** AT&T WorldNet™ Privacy Policy; **NAMED & PARTICIPATED** "www.getnetwise.org", website created by ISP suppliers, e.g., MCI, Microsoft, AOL for children's Internet safety; **CONTRIBUTED** to development of P3P, an industry privacy standard and **SPEARHEADED** AT&T's implementation of it.

AT&T Emerging Services: Strategic Planning – Internet & E-Commerce 1994-1996

Responsible for strategy & implementation of AT&T's entrance into the ISP market (AT&T WorldNet™ Services),

- **FORMULATED** E-Commerce & Internet Strategy & network architecture (AT&T WorldNet™ Services); **DESIGNED** economic model for Internet settlement and pricing schemes, along with Quality of Service (QoS) enabling effective and realistic ISP business modeling; **CONCEIVED & IMPLEMENTED** formation of IOPS.ORG (ISP consortium of national and regional backbone ISPs to ensure Internet reliability, security, and availability).

AT&T Easylink/Business Multimedia Services: Strategic & Business Planning 1988-1994

DEVELOPED business strategies & **ARCHITECTED** e-messaging network design enabling cost savings & increased productivity for Fortune 100 multinationals, doubling AT&T's market share.

AT&T Bell Laboratories: Member of Technical Staff 1982-1988

Responsible for systems engineering multimedia e-messaging and information exchange systems.

- **PATENTED** architectural platform for **AT&T's Global Messaging Network** called the Unified Messaging Architecture (UMA) integrating voice, data, image, video messaging.
- One of very few made a **Member of Technical Staff** without a Ph.D.