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STRATEGIC PLANNING / POLICY DEVELOPMENT

Profile

- JD/MBA with comprehensive experience in telecommunications, Internet, wireless communications, and new media. Proven abilities in financial, business, legal, regulatory and market analysis for short- and long-term strategic planning.
- Innovator in applying the principles and tools of Management Science to assessments of economics, business strategy and regulatory policy for: PSTN, NGN and Internet interconnection; security, trust and privacy; and regulation under convergence (including VoIP). Recognized authority on spectrum economics and next-generation radio policy.
- Advise senior management on emerging issues and trends, particularly those which cross traditional industry and institutional boundaries. Skilled in statistical analysis and “data-driven” decision making. Create and conduct written and oral presentations of complex and technical material to diverse audiences.
- Responsible for the management of a 20+ person staff, operations, administration, and budgeting in excess of \$1.2 million with P&L responsibility.

Professional Experience

WIK-Consult GmbH, NGN and Internet Economics Dept., Bad Honnef, Germany

Senior Consultant, April 2007 – Present

The Wissenschaftliches Institut für Infrastruktur und Kommunikationsdienste (Scientific Institute for Infrastructure and Communication Services) is Germany’s leading research and advisory organization for communication services. The Department advises both private- and public-sector clients on matters relating to Next Generation Networks, particularly emerging issues or issues of first impression which cross traditionally-defined industries and classifications. Served as project manager for the studies including:

- A white paper documenting the case for allocating 2 x 15 MHz from the Digital Dividend to mission critical broadband networks for the Public Safety and Security communications.
- A comprehensive survey of network neutrality issues and formulated policy recommendations.
- A study examining the feasibility of market informed spectrum policy in Germany.

Other selected projects include:

- A business case and carrier strategy for GPON deployment in Europe.
- Policy recommendations for the future of IP-based Interconnection arrangements.
- An assessment of the implementation of the 6th and 7th Framework advanced the IST-RTD strategic objectives, the key i2010 initiatives and the Lisbon Agenda.
- An international comparison of privacy and trust in electronic communications.

Selected clients include: BNetzA, Germany; ComReg, Republic of Ireland; EADS; European Commission, Directorate General Information Society and Media; HanseNet; KDDI; Motorola, GmbH; and FMMC-RITE, Japan.

Federal Communications Commission, Office of Strategic Planning, Washington, DC
Senior Counsel for Business and Economics, September 2002 – April 2007

The Office, in concert with the Chairman, Commissioners, Bureaus, and other Offices, works to develop a strategic plan identifying short- and long-term policy objectives.

- Awarded the 2007 FCC Excellence in Economic Analysis Award for cutting edge experimental economic analysis of market-informed radio spectrum policies.

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- Co-authored *Unlicensed and Unshackled*, a comprehensive white paper on the technology, value chain, and regulatory issues of Part 15 unlicensed wireless devices. This publication has been widely cited in FCC Reports and Orders, the popular and trade press, academic periodicals, equity research, and foreign rulemakings.
- Built a comprehensive financial model and business plan of a hypothetical CLEC, projecting: capital/operational expenditures; retail revenues; interconnection costs/revenues; network scale; and entry/exit decisions to derive NPV. This model tested the effects of alternative policies on the business case and valuation.
- Formulated a statistical benchmarking study using a linear programming model to make international comparisons of telecommunications carriers' productivity and recommendations for national policy best practices.

Columbia Institute for Tele-Information, Columbia Business School, New York, NY
Deputy Director, (promoted from Associate Director) June 1998 – August 2002

The Columbia Institute for Tele-Information (CITI) is a university-based research center focusing on economic, strategy, management, and policy issues in telecommunications, computing, and electronic mass media industries.

- Responsible for all aspects of operations and development, including implementing a \$1.2 million grant from the Alfred P. Sloan Foundation. Managed a staff of 20+ full-time and part-time employees and oversaw annual budget in excess of \$600,000.
- Developed and maintained corporate sponsorships with over 60 companies in 13 countries. Designed collaborative research projects which brought in more than 10 new corporate affiliates. Organized annual road show to Japan.
- Designed, managed, and produced more than 35 forward-looking studies and conference events examining changes in policy, economics, and technology.
- Published a case study examining NTT DoCoMo's business venture into the U.S. telecommunications market, analyzing the transferability of competitive advantages and choice of strategic partner and assessing its strategic options.

Advisory Boards and Committees

International Advisory Forum on Next Generation Broadband/Networks, Minister Eamon Ryan, TD, Department of Communications, Energy and Natural Resources, Ireland.

Vice Chair, Program Committee, Telecommunications Policy Research Conference, Arlington, VA.

IT Steering Committee, Federal Communications Commission, Washington, DC.

Legal Co-Chair, Research and Development Subcommittee, Spectrum Policy Task Force, Federal Communications Commission, Washington, DC.

Education

Columbia Business School, New York, NY

Executive M.B.A., August 2002. Media and Communications. Honors: Dean's List

Benjamin N. Cardozo School of Law, New York, NY

J.D., January 1998. Honors: *Arts & Entertainment Law Journal*; Alexander Judicial Fellow

Colgate University, Hamilton, NY

B.A., May 1992. Concentrations: Economics and Asian Studies – Japan.

Honors: London Economics Study Group; Religious Heritage of Japan Study Group

Bar Admission

Supreme Court of the United States; District of Columbia; and New York State.