

I joined COMSAT in 1981 shortly after leaving the Jimmy Carter administration in the State Department as the Corporate Director of Public Relations. It was a fabulous opportunity to get a front row seat on the daily work of COMSAT's Corporate management and Board of Directors. It was an eventful time for COMSAT with major changes proposed to its business, financial and legal structures. This resulted in my being increasingly drawn into explaining COMSAT's condition and plans to the investment community, particularly because the company had embarked on a \$400 million fund-raising campaign to finance INMARSAT, INTELSAT and COMSAT General expansion as well as initiatives such as equipment manufacturing, Satellite Television, EARTHSTAR, Environmental Research & Technology, Amplica, and much more. Within a few years, my job had shifted to Director of Public & Investor Relations, with about half my time telling the COMSAT story to investors worldwide.

By the mid-80's, then President & COO Marcel Joseph suggested that I move to line management and I moved to COMSAT Maritime Services (later COMSAT Mobile Services) as Vice-President for Business Development & Planning. My main contributions to COMSAT Mobile were to develop its 5 year strategic business plan; develop and manage pricing (sometimes rate proposals); develop new services; and pursue partnerships, alliances and acquisitions. These included partnerships with operators of Indian Ocean Earth Stations so we could provide three-ocean services and partnerships with coastal cellular telephone operators, so we could provide integrated satellite/cellular services.

I left COMSAT in the mid-90's to join IBM to help them address the then-infant field of Internet as IBM's Program Director of Internet Policy and Business Planning. This brought me back to many of the same Signatories that I had worked with while at COMSAT and thrust me into the middle of the Internet revolution of the 1990's. I remained in the Internet industry for the rest of my career, but never lost my interest in the mobile satellite industry: in 1998, I authored "The Mobile Satellite Handbook" for Wiley & Sons, a major textbook publisher and completed a second edition in 2014. After IBM, I served as Senior Vice-President & Chief Policy Officer of Network Solutions and later VeriSign, after which I served as a Group Director for the Computing technology Industry Association, CompTIA. Over the last few years, I have been writing a regular opinion column for The Hill newspaper, which offers perspectives on satellite, space and Internet issues.