

Jonathan A. Knee

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University Teaching and Administration

- 2014 - **COLUMBIA BUSINESS SCHOOL** New York, NY
Professor of Professional Practice in Business.
- 2001 - 2014 Adjunct Professor of Finance and Economics. Teach original courses on Media Mergers & Acquisitions, Digital Investing, Strategic Management of Media and The Media Industries: Public Policy and Business Strategy (with Professor Tim Wu of Columbia Law School) to second year MBA students.
- 2012 - Co-Director of The Media Program.
 2004 - 2012 Director of the Media Program. Design and manage curriculum associated with the media concentration. Hire adjunct faculty, arrange guest speakers, provide leadership to student groups and assist in student placement. Established and chair the Columbia Media Forum, whose members represent senior executives from global media companies. Raised approximately \$3 million to support the activities of the Program.
- 2009 - **COLUMBIA GRADUATE SCHOOL OF JOURNALISM** New York, NY
Adjunct Professor. Co-teach Business Reporting Seminar at Graduate School of Journalism with James Stewart.
- 1992 - 1994 **NORTHWESTERN UNIVERSITY SCHOOL OF LAW** Chicago, IL
Adjunct Professor. Taught original course on the Regulation of Foreign Investment in the United States.
- 1984 - 1985 **YALE UNIVERSITY** New Haven, CT
Acting Instructor of Economics. Taught introductory micro and macro economics.

Work Experience

- 2014 - **EVERCORE PARTNERS** New York, NY
Senior Advisor
 2003 - 2014 Senior Managing Director, Head of Media & Information Group. One of ten Senior Partners at the leading U.S. boutique investment bank. Lead a team of ten bankers providing corporate advisory services to the media industry. \$75+ billion in completed transactions.
- 2014 - **TRILANTIC CAPITAL PARTNERS** New York, NY
Senior Advisor. Private equity firm with \$6.2 billion in capital under management.
- 2001 - 2003 **MORGAN STANLEY** New York, NY
Co-head, Media Group
 1999 - 2003 Managing Director, Media Group
 1998 - 1999 Principal, Media Group. Co-manager of group that at peak employed over 30 professionals and generated over \$400 million annually. \$50+ billion in completed transactions.
- 1994 - 1998 **GOLDMAN SACHS** London, UK & New York, NY
Vice President, Communications, Media & Technology Group. Head of Publishing Sector.

- 1992 - 1994 **UNITED AIRLINES** Chicago, IL
Senior Staff Executive, International Affairs. Directed legal and strategic projects related to company's international expansion and operations. Supervised staff responsible for bilateral negotiations and regulatory filings connected to international route authorities. Briefed and accompanied Chairman and CEO in connection with his overseas travels.
- 1988 - 1992 **POWELL, GOLDSTEIN, FRAZER & MURPHY** Washington, DC
Attorney. Specialized in legislative advocacy, international trade and antitrust.
- 1982 - 1983 **STATE OF ILLINOIS** Chicago, IL
Youth Services Coordinator. Coordinated and monitored over \$1 million in private, community-based programs designed to divert adolescents from the juvenile justice and child welfare systems.
- 1981 - 1982 **OFFICE OF THE GOVERNOR** Springfield, IL
Governor's Fellow. Selected through a nationwide recruiting process to work in the Governor's Office and a variety of state government agencies.

Education

- JD - 1988 **YALE LAW SCHOOL** New Haven, CT
- Acting Instructor of Economics in Yale College
 - Moot Court Board Director - Arnold Prize Semifinalist
- MBA - 1987 **STANFORD GRADUATE SCHOOL OF BUSINESS** Palo Alto, CA
- Teaching Fellow in finance (for Professor William F. Sharpe)
- MSc - 1984 **TRINITY COLLEGE** Dublin, Ireland
Economics (European Community Studies)
- Rotary Foundation International Scholarship
 - Gold and silver medals in debating and oratory
 - Thesis: "Consumer Protection and Technical Barriers to Trade: European Community Perspectives" under Professors Mary Robinson and Dermot McAleese
- BA - 1981 **BOSTON UNIVERSITY** Boston, MA
Philosophy and mathematics with studies in theater arts, summa cum laude
- First in class in University Scholars Program, an interdisciplinary honors liberal arts program
 - Phi Beta Kappa

Non-Profit and Community Service

- 2008 - Present **COUNCIL ON FOREIGN RELATIONS**, New York, NY
Member
- 2008 – Present **COLUMBIA UNIVERSITY – TEACHER'S COLLEGE**, New York, NY
President's Advisory Council
- 2002 - Present **NATIONAL WOMEN'S LAW CENTER** Washington, D.C.
Board of Directors.
- 2002 - Present **NEW ALTERNATIVES FOR CHILDREN** New York, NY
Board of Directors and Vice President.

2002 - Present	CITIZENS' COMMITTEE FOR CHILDREN OF NEW YORK New York, NY <u>Board of Directors.</u>
1996 - Present	NEW YORK CITY INVESTMENT FUND New York, NY <u>Media and Entertainment Sector Group.</u>
2003 - 2009	YALE LAW SCHOOL FUND New Haven, CT <u>Board of Directors.</u>
2002 - 2009	ARTS CONNECTION New York, NY <u>Board of Directors.</u>
2002 - 2005	FORT VALLEY STATE UNIVERSITY FOUNDATION Fort Valley, GA <u>Board of Directors.</u>
1993 - 1994	CHICAGO UNITED Chicago, IL <u>Deacon.</u>
1992 - 1994	CHICAGO COUNCIL ON FOREIGN RELATIONS Chicago, IL <u>Committee on Foreign Affairs.</u>
1990 - 1992	COMMISSION ON HUMAN RIGHTS Washington, DC <u>Hearing Examiner.</u> Reviewed disputes on <u>pro bono</u> basis.
1989 - 1992	HOMELESS CHILDREN'S TUTORIAL PROJECT Washington, DC <u>Steering Committee.</u>

Publications

Books

The Curse of the Mogul: What's Wrong With the World's Leading Media Companies (Portfolio: 2009) (with Bruce Greenwald and Ava Seave).

The Accidental Investment Banker: Inside the Decade that Transformed Wall Street (Oxford: 2006).

Magazines and Journals

"Why Content Isn't King", The Atlantic, July/August 2011.

"Not So Cursed", AdWeek, February 21, 2011 (with Bruce Greenwald and Ava Seave).

"The Mogul's New Clothes", The Atlantic, October 2009 (with Bruce Greenwald and Ava Seave).

"Bonus Balls", Square Mile, February 2008.

"Read Rilke", Handelsblatt JungeKarriere, January 2008.

"Should We Fear Media Cross-Ownership?", Regulation, Summer 2003.

"False Alarm at the FCC?", Columbia Journalism Review, May/June 2003.

"Update on Exon-Florio & Foreign Acquisition in the US", 5 Bowne Digest for Corporate & Securities Lawyers 2 (February 1991).

“Limiting Abuse of Exon-Florio by Takeover Targets”, 23 George Washington Journal of International Law & Economics 475 (1989).

Business School Cases

Bloomberg L.P. – More than the box?, Columbia Business School Caseworks, January 10, 2014 (with Miklos Sarvary).

Petersen Publishing (A and B), Columbia Business School Caseworks, October 2, 2008.

Op-eds and Essays

“How New York’s Love Affair with Starbucks Turned Sour”, Slate, July 17, 2012.

“Investors Get the Moguls They Deserve”, Evercore Wealth Management Independent Thinking, Winter 2011.

“Good Media Moguls vs. Bad Media Moguls”, Washington Post Book World Short Stack, October 14, 2009.

“Negotiated Transactions Are Driving the M&A Market”, The Cheyenne Report, Fall 2009.

“How Do We Avoid Another Crisis?”, New York Times DealBook, October 6, 2009.

“Must I Bank?”, Wall Street Journal, April 23, 2008.

“Judgment Call: A bonus season that threatens to turn into a bloodbath”, Financial Times, October 10, 2007.

“Newspapers, Still in the Family”, Portfolio.com, August 1, 2007.

“Boutique vs. Behemoth”, Wall Street Journal, March 2, 2006.

“Is That Really Legal?”, New York Times, May 2, 2004.

“Manager’s Journal: When Everything is Relative”, Wall Street Journal, December 23, 2003.

“A Democrat Defends Media Deregulation”, The Capital Times and Wisconsin State Journal, August 18, 2003; Fox News.com, August 27, 2003.

“A Tale of Two Barbers: Frank’s Lives On, But Rocco’s the Boss”, New York Observer, May 19, 2003.

“Federal Cronkite Commission?”, Wall Street Journal, May 2, 2003.

“The Job Market: Lack of Opportunities May Benefit Graduates”, Atlanta Journal-Constitution, May 28, 2002.

“Managers Journal: Too Many Newspaper Mergers? No, Not Enough”, Wall Street Journal, June 19, 2000.

“The End of the ‘Jewish Seat’”, Legal Times, August 9, 1993.

“Don’t Weaken Hate-Crime Laws”, Chicago Tribune, February 5, 1993. (with Jane Larson)

“Mapping Out a New Policy On Foreign Investment in the United States”, Legal Times, January 18, 1993.

“Ireland’s Abortion Law: Act of Public Hypocrisy”, Los Angeles Times, March 1, 1992.

“Running for Cover Under the Flag: The ‘Pentagon Ploy’ Helps U.S. Companies Thwart Foreign Takeovers,” Legal Times, January 6, 1992. (with Lawrence Fullerton) (reprinted in Oesterle, The Law of Mergers, Acquisitions and Reorganizations 161 (West 1992 supp.))

“We Can Do Something About Sexual Harassment”, Washington Post, October 22, 1991. (with Jane Larson).

“The Administration Plays Politics With Rights and Lives”, The Evening Sun, October 16, 1991.

“Civil Rights Bill Exposes Bush’s Hidden Agenda”, Sacramento Bee, October 11, 1991.

“Ireland Enters the Modern Era”, Los Angeles Times, June 30, 1991.

“Rape - Two Distinct Views of One Act”, Hartford Courant, June 9, 1991.

“The Wrong in Dole’s ‘Rights’ Bill”, Chicago Tribune; “Separate and Unequal,” Atlanta Constitution; April 17, 1991. (with Jane Larson).

“Stop Me Before I Vote Again”, Washington Post, October 30, 1990. (with Malcolm Stewart).

“Confederacy of Dabblers: Local Foreign Policy”, Legal Times, June 18, 1990.

“Who Gets the Spoils?”, National Law Journal, February 5, 1990.

“Court’s Shift on Rights Requires Congress to Act”, Los Angeles Times, August 10, 1989. (with Stuart Eizenstat).

Book Reviews

“In ‘Inequality,’ a Respected Scholar Wades Into a Contentious Political Issue” (Review of Anthony B. Atkinson, Inequality: What Can Be Done? (Harvard University Press)) The New York Times DealBook, May 28, 2015.

“In ‘Misbehaving,’ an Economics Professor Isn’t Afraid to Attack His Own” (Review of Richard H. Thaler, Mishbehaving: The Making of Behavioral Economics (W.W. Norton & Company)) The New York Times DealBook, May 5, 2015.

“Looking at the Promise and Perils of the Emerging Big Data Sector” (Review of Bruce Schneier, Data and Goliath: The Hidden Battle to Collect Your Data and Control Your World (W.W. Norton & Company)) The New York Times DealBook, March 16, 2015.

“Business Books Reveal a Billionaire Obsession” (Review of Peter Diamandis and Steven Kotler, Bold: How to Go Big, Create Wealth, and Impact the World (2015: Simon & Schuster), and John Sviokla and Mitch Cohen, The Self-Made Billionaire Effect: How Extreme Producers Create Massive Value (2014: Portfolio/Penguin)) The New York Times DealBook, February 5, 2015.

“A Sobering Perspective on a Looming Retirement Crisis” (Review of Alicia H. Munnell, Falling Short: The Coming Retirement Crisis and What to Do About It (Oxford University Press)) The New York Times DealBook, January 2, 2015.

“For Tim David’s Next Trick, ‘Magic Words’ That Get People to Do What You Want” (Review of Tim David, Magic Words: The Science and Secrets Behind Seven Words That Motivate, Engage, and Influence (Prentice Hall Press)) The New York Times DealBook, December 3, 2014.

“Capping a Strong Performance With an Exit Strategy” (Reviews of Bo Burlingham, Finish Big: How Great Entrepreneurs Exit Their Companies on Top and Noel M. Tichy, Succession: Mastering the Make-Or-Break

Process of Leadership Transition (both from Portfolio/Penguin)) The New York Times DealBook, November 14, 2014.

“Nelson Rockefeller as a Symbol of a Bygone Era” (Review of Richard Norton, On His Own Terms: A Life of Nelson Rockefeller (Random House)) The New York Times DealBook, October 24, 2014.

“A History of Innovation, With a Few Blind Spots” (Review of Walter Isaacson, The Innovators: How a Group of Hackers Geniuses and Geeks Created the Digital Revolution (Simon & Schuster)) The New York Times DealBook, October 7, 2014.

“The Inside Story of Wall Street Wars” (Review of William D. Cohan, The Last Tycoons: The Secret History of Lazard Frères & Co. (Doubleday)) The Wall Street Journal, April 11, 2007.

“Analysis of Fertility Market, Pregnant With Business Jargon” (Review of Debora L. Spar, The Baby Business: How Money Science, and Politics Drive the Commerce of Conception (Harvard Business School Press)) New York Observer, February 20, 2006.

“From Before the Spitzer Era, An Iconic Investment Banker” (Review of John C. Whitehead, A Life in Leadership: From D-Day to Ground Zero (Basic Books)) New York Observer, August 8, 2005.

“A Litigator Tells His Story – And Defends the Right to Do So” (Review of Floyd Abrams, Speaking Freely: Trials of the First Amendment (Viking Books)) New York Observer, April 25, 2005.

“Digging Deeper in the Muck: Dirty Details of Enron Fiasco” (Review of Kurt Eichenwald, Conspiracy of Fools: A True Story (Broadway Books)) New York Observer, March 21, 2005.

“Legal Battle Over Copyright – Intellectual Property Gets Hip” (Review of Lawrence Lesig, Free Culture: How Big Media Uses Technology and the Law to Lock Down Culture and Control Creativity (Penguin Press)) New York Observer, April 12, 2004.

“An Object Lesson Ignored: Media-Merger Mania Unmasked” (Review of Kara Swisher with Lisa Dickey, There Must Be a Pony in Here Some-where: The AOL Time Warner Debacle and the Quest for the Digital Future (Crown Business) and Nina Munk, Fools Rush In: Steve Case, Jerry Levin, and the Unmaking of AOL Time Warner (Harper Business)), New York Observer, January 26, 2004.

“‘Shareholder Value’ Fetish Takes the Blame for the Crash” (Review of Roger Lowenstein, Origins of the Crash: The Great Bubble and Its Undoing (Penguin Press)), New York Observer, January 26, 2004.

“House of Gas: Two teams of reporters review the rise and fall of Enron” (Review of Rebecca Smith and John Emshwiller, 24 Days: How Two Wall Street Journal Reporters Uncovered the Lies that Destroyed Faith in Corporate America (Harper Business 2003) and Bethany McClean and Peter Elkind, The Smartest Guys in the Room: The Amazing Rise and Scandalous Fall of Enron (Portfolio 2003)), New York Times, October 26, 2003.

“Be Afraid. Be Very Afraid: Those Spooky Carlyle Rumors” (Review of Dan Briody, The Iron Triangle: Inside the Secret World of the Carlyle Group (Wiley, 2003)), New York Observer, June 9, 2003.

Speeches and Presentations

“The M&A Explosion: Would These Buyers Pay Double-Digit Multiples for You?”, Panel Moderator, 2015 ABM/Information Industry Summit, Washington, D.C., June 15, 2015.

“Mediacom’s Manager Meeting”, Keynote Speaker, Mediacom Communications Corporation, Chester, NY, June 13, 2015.

“Disruptive Change in Media”, Speaker, PIN Factory Program, New York, NY, June 3, 2015.

“Key Market Trends and Implications for Capital Markets”, Panel Speaker, McGraw Hill Leadership Forum, Miami, FL, June 3, 2015.

“Today’s Global Media Landscape”, Panel Moderator, Columbia Business School 2015 Reunion, New York, NY, April 18, 2015.

“Investment Banking Today: Ethics in the Post-Crisis Era”, Sanford C. Bernstein Center for Leadership and Ethics, Columbia Business School, New York, NY, April 6, 2015

“2015 MBA Media & Entertainment Conference Keynote Interview”, Columbia Business School, New York, NY, April 3, 2015

“Digital Media”, Panel Moderator, Harvard Business School Entertainment & Media Conference, Cambridge, MA, January 30, 2015.

“Media Management”, Copenhagen Business School Executive Program, New York, November 19, 2014.

"Is Print Dead?", Panel Speaker, Gotham Media Ventures, New York, NY, October 30, 2014.

“Media Strategies for Asian Markets: Global vs. Multi-Local”, Panel Moderator, Columbia Business School Pan-Asian Reunion, Singapore, October 11, 2014.

“Competitive Strategy for Digital Media”, Speaker, Hearst Magazines International CEO Conference, New York, NY, July 17, 2014.

“Maximizing Revenues in the Age of Digital Media”, Panel Speaker, Gotham Media Ventures, New York, NY, June 10, 2014.

“Today’s Global Media Landscape”, Panel Moderator, Columbia Business School 2014 Reunion, New York, NY, April 12, 2014.

“Monetizing Social”, Panel Speaker, Columbia University’s Center on Global Brand Leadership 2014 BRITE Conference, New York, NY, March 3, 2014.

"Media Tectonics - Fiery Death or Violent Rebirth", Panel Speaker, IIS 2014 Conference, New York, NY, January 29, 2014.

"Modern Media Revenue Strategies", Panel Speaker, Columbia Spectator's 2nd Annual Media Conference, New York, NY, October 26, 2013.

“Source of Growth within Entertainment Companies: The Continuous Need for M&A in Media”, Panel Moderator, MBA Media & Entertainment Conference, New York, NY, February 22, 2013.

“Media Mashups: How Do You Make Media M&A Work”, Panel Speaker, IGNITION: Future of Digital Conference, Business Insider, New York, NY, November 28, 2012.

“State of the Deals”, Panel Speaker, Bloomberg Dealmakers Summit, New York, NY, October 25, 2012.

“Cable Mavericks Lecture Series with Julian A. Brodsky”, Discussion Moderator, The Cable Center's Media Management Association, New York, NY, October 11, 2012.

“Media Industry Strategy Demystified”, Keynote Speaker, DirecTV Senior Management Retreat, Los Angeles, CA, May 21, 2012.

“The Future of the Business of Business Journalism”, Panel Moderator, 2012 Columbia Business School Reunion, New York, NY, April 21, 2012.

“Grand Illusion” and “The Lord of the Rings: The Twin Towers”, Keynote Speaker and Panel Moderator, 2012 SISO CEO Summit and Film Festival, San Diego, CA, March 26, 2012.

“Media Strategy Demystified”, Keynote Speaker, Vision Day, Sanoma Corporation, Helsinki, Finland, March 14, 2012.

“The Investment Banker as ‘Trusted Adviser’: Obstacles and Aspirations”, Guest Lecturer, 2012 Marvin A. Chirelstein Colloquium, Yale Law School Center for the Study of Corporate Law, New Haven, CT, February 6, 2012.

“Media Strategy Demystified”, Speaker, 2012 USA Module, The Berlin School of Creative Leadership at Steinbeis University, New York, NY, February 3, 2012.

“Newspaper Strategy Demystified”, Keynote Speaker, Southern Newspaper Publishers Association, Williamsburg, VA, October 9, 2011.

“Venture M&A”, Speaker, TEDx Columbia Engineering School, Invention 2 Venture Conference, New York, NY, April 8, 2011.

“Media, Entertainment, Technology & Money: Funds, Mergers Acquisitions, Takeovers & Targets”, Panel Participant, 2011 Digital Hollywood Media Summit, New York, NY, March 9, 2011.

“Curse of the Mogul”, Keynote Speaker, SIIA 2011 Information Industry Summit, New York, NY Jan 25, 2011.

“Is Over the Top Good for Hollywood”? Panel Moderator, Columbia Business School Alumni Club of Los Angeles and Orange County, Los Angeles, CA, Jan 6, 2011.

“Silicon Envy: Will Europe Ever Build the Next Media Giant?”, Panel Participant, Monaco Media Forum, November 12, 2010.

“Media Industry Strategy Demystified”, Keynote Speaker, DirecTV Senior Management Retreat, Los Angeles, CA October 25, 2010.

“The Future Business Models for American Media”, Panel Participant, 2010 Washington Ideas Forum / Working Summit, Washington, D.C., September 30, 2010.

“Evercore Capital Markets Media Moguls Event – A Media Industry Discussion”, Keynote Speaker, New York, NY, July 21, 2010.

“How Business Schools Reflect the Demand for New Skills in the Media Industry”, Transforming Media Professions: Media Management Practice in the Age of Disruption, Panel Participant, Columbia Institute for Tele-Information, New York, NY, June 11, 2010.

“The Curse of the Mogul Presentation”, Panel Participant, Deloitte & Touche Media & Entertainment Roundtable Event, Beverly Hills, CA, June 3, 2010.

“Media Industry Strategy Demystified”, Keynote Speaker, Netflix Management Retreat, Paradise Valley, AZ, May 13, 2010.

“The Curse of the Mogul Presentation”, Panel Participant, Deloitte & Touche Media & Entertainment Roundtable Event, New York, NY, May 4, 2010.

“Media Industry Strategy Demystified”, Keynote Speaker, Cengage Management Retreat, Orlando, FL, April 27, 2010.

“Improving the Quality of Public Policy Analysis of Media Ownership”, Panel Participant, Columbia Business School International Media Concentration Conference, New York, NY, March 12, 2010.

“Curse of the Mogul Presentation”, Toronto Book Club, Toronto, BC, March 1, 2010.

“Investment Banking in Media”, Moderator, 2010 Columbia Business School MBA Media and Entertainment Conference, New York, NY, February 26, 2010.

“Financing the Transaction”, Mergers & Acquisitions 2010: Trends and Developments, Practicing Law Institute, Panel Participant, New York, NY, January 12, 2010.

“Curse of the Mogul Presentation”, Legg Mason Capital Management, Baltimore, MD, January 11, 2010.

“Media Demystified”, Columbia Business School Alumni Club of Los Angeles, Los Angeles, CA, January 5, 2010.

“How Will Journalism Survive the Internet Age?”, Panel Participant, Federal Trade Commission, Washington, D.C., December 1, 2009.

“Media Mergers Discussion”, Columbia School of Journalism – Knight Bagehot Fellows, New York, NY, November 30, 2009.

Atlantic Media Management Retreat, Keynote Speaker, Washington, D.C., November 10, 2009.

FourSquare Conference Lunch Talk on Curse of the Mogul, New York, NY, November 4, 2009.

“The Future of Banking: Salaries, Sectors and Uncle Sam”, Panel Participant, New York Academy of Sciences, New York, NY, October 7, 2009.

“Recent Business and Economic Developments”, Panel Participant, 6th Annual Institute on Corporate Securities and Related Aspects of Mergers & Acquisitions, New York, NY, September 24, 2009.

“The Accidental Investment Banker: Lessons for the Latest Meltdown”, Yale School of Management Finance Club, New Haven, CT, September 21, 2009.

“Financial Services Online: Customer Value, Company Profits, and Competitive Issues”, Panel Participant, Columbia Business School Master Class Panel, New York, NY, June 2, 2009.

“How Media PE Investors Can Weather the Perfect Storm”, Overview Keynote, Capital Roundtable Master Class, New York, NY, April 16, 2009.

“Navigating the International TV Business in Troubled Economic Times”, Panel Participant, International Academy of Television Arts & Sciences, New York, NY, March 13, 2009.

“Investment Banking and the Changing Media Landscape”, Panel Moderator, MBA Media and Entertainment Conference, New York, NY, February 27, 2009.

“Financing the Transaction”, Mergers & Acquisitions 2009: Trends and Developments, Practicing Law Institute, New York, NY, January 23, 2009.

“Challenges and Opportunities in the Current Environment”, Keynote Speaker, Thomson Reuters 2009 Sales Conference, New York, NY, January 14, 2009.

“The Asian Telecom, Media and Technology Deal Environment: Issues and Opportunities”, Panel Moderator, Columbia Business School Pan-Asian Reunion, Hong Kong, October 25, 2008.

“Media Strategy”, Guest Lecture, Strategic Intuition (Prof. William Duggan), Columbia Business School, New York, NY, July 25, 2008.

“Anatomy of a Media Merger: The Role of the Investment Banker”, Federal Communications Commission Economic Seminar Series, Washington, DC, April 25, 2008.

“The Accidental Investment Banker: An Update”, Investment Banking Club of Columbia Business School, New York, NY, April 8, 2008.

“The New Mergers and Acquisition Environment”, Global Investment Strategies from the Top of the World, Icelandic American Chamber of Commerce, New York, NY, March 13, 2008.

“Newspaper Industry Trends: Perspectives on Reporting and Economics”, Guest Lecture, Reporting on Business and the Economy (Prof. Paul Ingrassia), Columbia Graduate School of Journalism, New York, NY, March 10, 2008.

“Investment Banking and the Changing Media Industry Landscape”, Panel Moderator, MBA Media and Entertainment Conference, New York, NY, February 29, 2008.

“How Acquisition-Oriented Corporate Buyers See the Market”, Panel Moderator, Corporate Round Table and Master Class on Private Equity Investing in Middle-Market Traditional Media Companies, New York, NY, January 30, 2008.

“Financing the Transaction”, A Guide to Mergers and Acquisitions - 2008, Practising Law Institute, New York, NY, January 24, 2008.

“Managing Creative and Creative Management”, Panel Moderator, Columbia Business School Alumni Club of Los Angeles, Los Angeles, CA, January 7, 2008

“The Future of the News Paper Business in the Digital Age”, Panel Participant, Columbia Alumni Club of New, NY, November 27, 2007

“Managing Media Industry Careers”, Panel Moderator, Media Industry Networking Night, New York, NY, November 13, 2007.

“Is Investment Banking a Profession?”, Gerald S. Lippes Speaker Series, University of Buffalo Schools of Management and Law, October 25, 2007.

“Content: Who Owns What Online”, Panel Participant, The Digital Breakfast Series, New York, NY, May 22, 2007.

“Enhanced Ethics & Professionalism: the Intersection of Legal and Business Concepts”, Panel Participant, 19th Tulane Corporate Law Institute, New Orleans, LA, March 30, 2007.

“Investment Banking and the Media Industry: Investment and Media Industry Convergence”, Panel Moderator, MBA Media and Entertainment Conference 2007, New York, NY, February 9, 2007.

“Private Equity Capital: Trends in Investments in Media/Technology Companies”, Panel Moderator, MBA Media and Entertainment Conference 2007, New York, NY, February 9, 2007.

“Financing the Transaction”, A Guide to Mergers and Acquisitions - 2007, Practising Law Institute, New York, NY, January 11, 2007.

“Reshaping Global Business Through Mergers and Acquisitions”, Panel Moderator, Columbia Business School, Pan-European Reunion, Rome, Italy, October 21, 2006.

“Does Wall Street Matter?”, Panel Participant, The Core Club, October 12, 2006.

“TMT Deals Past, Present and Future: Profitability and Pitfalls”, Panel Participant, The Deal Convergence 2.0 Conference: Navigating the Next Wave of Telecom, Media & Technology Deals, The Museum of Television & Radio, New York, NY, June 26, 2006.

“Media Mergers and Acquisitions 2.0”, Panel Moderator, Debevoise & Plimpton/Columbia Business School, New York, NY, March 14, 2006.

“Corporate Control and Consolidation in Media” The Role of the Corporation in Today’s World, 2006 UNIS-UN Conference, New York, NY, March 3, 2006.

“Consortium Deals”, Panel Moderator, 2006 Columbia Private Equity and Venture Capital Conference, New York, NY, February 10, 2006.

“Investment Banking and the Media Industry: Trends in Media Investment Banking”, Panel Moderator, MBA Media and Entertainment Conference 2006, New York, NY, February 10, 2006.

“Financing the Transaction”, A Guide to Mergers and Acquisitions - 2006, Practising Law Institute, New York, NY, January 11, 2006.

“The New Power Center”, Panel Participant, World Economic Forum Media and Entertainment Industry Agenda Meeting, New York, NY, October 11, 2005.

“Media Private Equity Trends”, Panel Moderator, Columbia Business School Association of New York, New York, NY, September 22, 2005.

“The Media Industry and Digital Content: An Overview”, Pearson Management ‘Mini-Brighton’ Retreat, New York, NY, June 14, 2005.

“Business Models for Network Distributors”, Panel Moderator, IPTV.2:The Second Generation of TV Over the Broadband Internet, Columbia Institute for Tele-Information, New York, NY, May 23, 2005.

“Investment Banking and the Media Industry: How Banking Helps the Media Industry”, Panel Moderator, MBA Media and Entertainment Conference 2005, New York, NY, February 11, 2005.

“Financing the Transaction”, A Guide to Mergers and Acquisitions - 2005, Practising Law Institute, New York, NY, January 11, 2005.

“Media Mergers”, Knight-Bagehot Fellowship Seminar, Columbia Graduate School of Journalism, New York, NY, October 19, 2004.

“Wise Investing in Media & Entertainment”, Panel Participant, World Economic Forum 2004, New York, NY, September 21, 2004.

“Quality Pays: The Press and Public Policy”, Panel Participant, Knight-Wallace Fellows Conference, Detroit, MI, September 20, 2004.

“Doing the Deal: Investment Banking and Media”, Panel Moderator, MBA Media and Entertainment Conference 2004, New York, NY, February 20, 2004.

“The Media M&A Environment”, Media Industry Breakfast, The Harvard Business School Club of Greater New York, New York, NY, February 11, 2004.

“Financing the Transaction”, A Guide to Mergers and Acquisitions - 2004, Practising Law Institute, New York, NY, January 13, 2004.

“Cross Media Ownership”, “ Panel Participant, General Accounting Office, Washington, D.C., November 4, 2003.

“Financing the Transaction”, A Guide to Mergers and Acquisitions - 2003, Practising Law Institute, New York, NY, January 14, 2003.

“New Media: Future of Media Delivery”, Panel Moderator, Harvard Business School New York Trek 2002, New York, NY, February 15, 2002.

“Financing the Transaction”, A Guide to Mergers and Acquisitions - 2002, Practising Law Institute, New York, NY, January 15, 2002.

“The Future of the Media Industry”, Business Strategy Panel, Stern School of Business, New York, NY, November 9, 2001.

“Growth Strategies for Information Companies”, Dow Jones Newswire’s Senior Management Meeting, Princeton, NJ, July 24, 2001.

“The Seller’s Perspective,” Panel: A Guide to Bulletproof Due Diligence, M2 - International Magazine Management Executive Forum, Orlando, FL, March 27, 2000.

“Consolidation and Valuation in the Newspaper Industry: Driving Forces and Prospects”, Panel on the Future of Newspapers, Visions of the Future, 51st World Newspaper Congress, Kobe, Japan, June 2, 1998.

“Achieving Premium Valuations”, Seminar: Five Keys to a Successful Transaction, M2-International Magazine Management Conference, Orlando, FL, March 25, 1998.

“The Role of the System of Bilateral Aviation Agreements”, Panel on Globalization of International Aviation, Aviation & Airport Infrastructure: An International Conference, Denver, CO, December 8, 1993.

“Trends in the Bilateral Aviation System: Globalization or Balkanization?”, Plenary Session: Can the Aviation Bilateral System Survive the Trend Towards Globalization?, American Bar Association, Forum on Air and Space Law, Orlando, FL, May 6, 1993.

“The Future of Air Services Between the U.S. and Japan: Opportunities and Obstacles”, The Chicago-Japan Relationship: Growing Pains in the Early 1990’s, Chicago Sister Cities Program, Chicago, IL, April 13, 1993.