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Professor of Practice, Director of Research of the Center for Research in Regulated Industries (CRRI), and CRRI Scholar
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EDUCATION

Ph.D., Columbia University, New York, NY
MBA, Columbia University, New York, NY

PREVIOUS POSITIONS

National Exchange Carrier Association, Inc.
Director, Demand Forecasting and Rate Development

Pace University
Adjunct Associate Professor of Management

City College of New York
Assistant Professor of Economics and Department Chairman, Evening Division

Columbia University
Preceptor

PUBLICATIONS

- “An Assessment of USPS’ Negotiated Service Agreements and Platforms’ Direct Entry in Delivery,” with Stefano Gori and Antonio Nicita. In *The Economics of the Postal and Delivery Sector: Business Strategies for an Essential Service*. Editor with Pier Luigi Parcu and Timothy Brennan, Springer Publishers, Forthcoming 2021
- *The Economics of the Postal and Delivery Sector: Business Strategies for an Essential Service*. Editor with Pier Luigi Parcu and Timothy Brennan, Springer Publishers, Forthcoming 2021
- “Reforming Funding of Universal Access to Telecommunications and Broadband Services: Approaches for the New Decade,” with Timothy Tardiff. *Telecommunications Policy*, December 2020
- “The Net Neutrality Debate is Outdated: Time for a Wider View and New Metaphor,” *Review of Network Economics*, October 2020 (placed oddly in Dec. 2019 Issue)
- “PG&E Case Study: Burying Lines to Prevent Wildfires is Cost Effective,” with Ephram Glass. *T&D World*, April 1, 2020
- “Enabling Supercapacitors to Compete for Ancillary Services: An Important Step Towards 100% Renewable Energy “ with Ephram Glass. *Electricity Journal*, June 2020
- “How to Protect Ourselves from Climate Change While Saving Money: Import Building Techniques from Europe,” with Ephram Glass, *Rutgers Business Review*, 2020
- *The Changing Postal Environment: Market and Policy Innovation*. Editor with Pier Luigi Parcu and Timothy Brennan, Springer Publishers, 2020

- “Postal Regulatory Challenges, Potential Insights for U.S. USO from recent Federal Communication Commission’s CAF-II Broadband Auctions,” in *The Changing Postal Environment: Market and Policy Innovation*, 2020
- “Approaches to Assessing Vertical Mergers: A Review and Evaluation,” in *The Changing Postal Environment: Market and Policy Innovation*, 2020 with Stephano Gori
- “The FCC’s Rural Infrastructure Auction: What is Hidden in the Weeds,” with Timothy Tardiff, *Telecommunications Policy*, June 2019
- “Software Defined Network Communications: the Likely Standard for Smart Grids,” *Electricity Journal*, November 2019, with Ephram Glass and Eric Woychik
- “Underground Power Lines Can be the Least Cost Option When Study Biases are Corrected,” *Electricity Journal*, March, 2019, with Ephram Glass
- “We are One Terrorist Attack Away from a Major Nationwide Blackout: What should we do?” *Rutgers Business Review*, 2018, Volume 3, with Ephram Glass
- “Creating Last-Mile Incentives from Inside-out: A template drawn from Rural Telecom,” in *New Business and Regulatory Strategies in the Postal Sector*, 2019
- *New Business and Regulatory Strategies in the Postal Sector*, editor with Pier Luigi Parcu and Timothy Brennan, Springer Publishers, 2019
- “Sectionalized Microgrids: The Key to Regulatory Acceptance of Unbundling Reliability,” *Electricity Journal*, forthcoming November 2018, with Eric Ackerman, Shalom Flank, and Timothy Tardiff
- “Unbundling Reliability: Lessons From the Telecom Industry,” *The Electricity Journal*, Aug/Sept. 2018, with Eric Ackerman, Shalom Flank, and Timothy Tardiff
- “T-Mobile, Sprint merger is a morality tale without an ending,” *Bergen Record*, May 14, 2018, <https://www.northjersey.com/story/opinion/contributors/2018/05/14/t-mobile-sprint-merger-morality-tale-without-ending/608315002/>
- “A New Direction for the Net Neutrality Debate,” *Telecommunications Policy*, Issue 3, August, 2018, with Tim Tardiff
- *The Contribution of the Postal Delivery Sector – Between E-Commerce and E-Substitution*, editor with Pier Luigi Parcu and Timothy Brennan, Springer Publishers, 2018
- “The FCC’s Push to Speed-Up 5G Deployment by Overhauling Infrastructure Regulation: What’s at Stake and What to Expect?” Featured in three installments, *Bloomberg Law*: “A Primer on Wireless 5G Technology,” “The FCC’s Proposals and Industry Reaction,” and “The FCC Acts to Spur Broadband Development,” February-May 2018
- “What Types of Regulatory and Pricing Strategies Work When Customers Are Likely to become Competitors,” *Rutgers Business Review*, Vol, 2, No. 3, 2017 with Tim Tardiff
- “Why Was the FCC’s Privacy Order Dead on Arrival? A New Approach for Evaluating Privacy Regulation,” *Rutgers Business Review*, Vol. 2, No. 2, 2017
- “Reregulation of Business Data Services,” *Rutgers Business Review*, Vol. 2, No. 1, 2017 with Tim Tardiff
- “The Internet as a Telecommunications Service: Framing the Legal Issues and Business Strategies,” *Rutgers Business Review*, Vol. 1, No. 1, 2016
- “A Case for Using a Real Asset Transaction Approach for Estimating the Cost of Capital from Rural Telephone Company Data,” *NBEA Proceedings*, with Joseph Prinzivalli, Stela Stefanova, and Roman Sysuyev, November 2016, Won NBEA best paper award, , published in *The Journal of Business and Economic Studies*, October, 2018, Volume 22, Issue 1.
- “The Effect of Age and Size on Reputation of Business Ethics Journals,” *Business & Society*, March 3, 2016 with E. Susanna Cahn

- “Estimating Price Elasticity of Demand for Bandwidth. Do “Data Hogs” Care About Price?” with Stela Stefanova, chapter in *Smart Data Pricing*, Edited by Sen, Joe-Wong, Ha, and Chiang, Wiley, 2014
- “Persistence of the Middle Mile Problem for Rural Local Exchange Carriers,” with Joe Prinziavalli and Stela Stefanova, *Government Information Quarterly*, 2014
- A Possible Pilot Collaboration between Rural Telecom Providers and the Postal Service
Source: Issue Brief prepared, February 8, 2013 by the U.S. Postal Service Office of Inspector General Report Number: RARC-IB-13-001 based on a presentation by Victor Glass
- “Pooling, a Missing Element in the Rate of Return and Price Cap Regulation Debate: A Comparison of Alternative Regulatory Regimes,” with Roman Sysuyev, *Information, Economics, and Policy*, Volume 25, Issue 1, 2013
- “Zero-Based Budgeting: Does it make sense for Universal Service Reform?” with Joe Prinziavalli and Stela Stefanova, *Government Information Quarterly*, November, 2013
- “Challenges in Predicting a Declining Product: Case Study of a Telecommunications Product,” with Yun Zheng, *Journal of Business Forecasting*, Summer, 2012
- “Economies of Scale for Broadband in Rural America,” with Stela Stefanova, *Journal of Regulatory Economics*, 2012
- “Teaching Business Ethics with Cases: The Effects of Personal Experience,” with Susanna Cahn, *Journal of Business Ethics Education*, 2011
- “An Empirical Study of Broadband Diffusion in the United States,” with Stela Stefanova, *Journal of Regulatory Economics*, 2010
- “United States’ Broadband Goals: Managing “Spillover Effects” to Increase Availability, Adoption and Investment, A Discussion,” with Princeton Edge Lab, Princeton University, *NECA Publication*, June 2010
- “The Packet Train Needs to Stop at Every Door,” *NECA Publication*, 2006
- “Universal Service Reform in a Multimedia World,” presented at the Rutgers Western Advanced Workshop on Regulation and Competition, 17th Western Conference, San Diego, June 2004
- “NECA’s Commentary on VOIP — Much Ado about a Promise,” *Industry Analyses*, Legg Mason, February, 2004
- “Rural Wireline: Update on Universal Service and Intercarrier Compensation,” *Equity Research*, Prudential Securities, October, 2003
- “Cable TV is the Next Market for Rural Telcos,” with Sal Talluto, *Government Information Quarterly*, July 2003
- “Testing the Validity of NECA’s Middle Mile Study Using Survey Data,” with Chris Babb, *Government Information Quarterly*, July 2003
- “Technological Breakthroughs Lower the Cost of Broadband Services to Isolated Customers,” with Joe Chang, *Government Information Quarterly*, July 2003
- “Vendors Drive Improved Deployment Economics,” *America’s Network*, May 1,, 2003
- “Cable in a Bundle Offers Revenue Relief for Rural Telcos,” *America’s Network*, April 28, 2003
- “Small Equipment Manufacturers Quietly Bridge the Digital Divide,” *America’s Network*, April 28, 2003
- “Tough Times for Rural Telcos,” *XChange*, January 2003
- “Trends in Telecommunications Cost Recovery: The Impact on Rural America, *NECA publication*, October 2002.
- “Waiting for the Big Line Sale,” *Rural Telecommunications*, January-February 2002
- “Rural Realities,” *America’s Network*, July 15, 2002
- “Les deployment de l’acces telephonique large bande dans l’Amerique rurale,” *Les Cahiers du nemerique – Hermes*, BIPE, 2001
- “NECA’s Middle Mile Broadband Cost Study,” *NECA Publication*, 2001

- “Rate Banding: The Beginning of a New Pooling Design,” *OPASTCO Advocate*, 2001
- “Predicting Revenue Revisions of Local Networks in Telecommunication Industry,” *Journal of Business Forecasting*, with Maria Pethukova and Chris Babb, Winter 2001
- “The Digital Divide: A Reality Check,” Tennessee Telephone Association, December 4, 2000
- “NECA’s Rural Broadband Cost Study,” *NECA Publication*, 2000
- Major contributor to “White Paper #2, The Rural Difference,” Rural Task Force appointed by the Federal – State Board on Universal Service, January, 2000
- Featured columnist in the quarterly journal, *Equity Research* published by Legg Mason
 - Summer 2000 Issue
 - Second Quarter 2000 Issue
 - Spring 2001 Issue
 - Winter 2001 Issue
 - Winter 2002 Issue
 - Spring 2003 Issue
- “Evaluating Competing Data Series: A Telecommunications Case,” with Susanna Cahn, *American Economist*, 1999
- “Use of Proxy Models in Telecommunications: Implications for Rural America,” *Rural Policy Research Institute*, 1999
- “Rate Banding: The Beginning of a New Pool Design,” *OPASTCO Advocate*, April 1998 (ghost written for Bruce Baldwin, President, NECA)
- “A Queuing Model of Organizational Structure,” *Journal of Business and Economic Studies*, 1997
- “Energy Prices and Investment over the Business Cycle,” with Susanna Cahn, *Energy Economics*, Vol. 9, No. 4, Oct. 1987, pp. 257-64
- “An Analysis of Pacific Basin Trade Utilizing the Taste Similarity Hypothesis,” with Susanna Cahn and Mitchel Kellman, *Journal of International Economic Integration*, Vol. 1, No. 1, Spring 1986, pp. 32-42

WORKS IN PROCESS

- “Provider of Last Resort Obligations in a Competitive Environment: What are the Issues?” with Mark Kolesar, Timothy Tardiff, and Bruce Williamson
- “Online Platform Dominance: A Case for Dynamic First Mover Advantages,” with Stefano Gori and Antonio Nicita
- “USPS’s Negotiated Service Agreements in an Evolving Domestic and International Parcel Market: the Amazon Case,” with Stefano Gori
- “A Matrix Approach to Antitrust Policy: The AT&T/Time Warner Merger Revisited”
- “Stodgy Culture: Lessons from the AT&T/Time Warner Merger”
- “Real Time Cost Causality Estimation for Electric Utilities,” with Ephram Glass
- “Privacy and Information Pollution – a Digital Mosaic,” with Susanna Cahn
- *America’s Democracy is Unravelling: What can we do to Repair it?* overview presented at CRRI
- “Improving Aggregate Forecast Performance by Identifying and Classifying Break Points at the End of a Data Series using Disaggregated Data,” with Roman Sysuyev, *International Journal of Forecasting*, Revise and Resubmit
- “Using Disaggregated Data to Develop Leading Demand Indicators,” by Victor Glass and Roman Sysuyev; presented at CRRI
- “Discontinuing Network Services: Policy Implications,” by Victor Glass and Roman Sysuyev; presented at CRRI

WEBINARS

- Organized and hosted a webinar series focused on the pandemic's effect on the electric utility industry and electrification. YouTube Playlist:
<https://www.youtube.com/playlist?list=PLOmalkVIBm14nUweHs9Co5H851dxatku6>
- *Finding Common Ground for Postal Service Reform: Part 1*
<https://www.youtube.com/watch?v=3VpHCR-yEzU&list=PLOmalkVIBm14nUweHs9Co5H851dxatku6&index=1&t=3s>
- *Zen and the Art of Rate Design: A Case Study*
<https://www.youtube.com/watch?v=d7eQDxE78I0&list=PLOmalkVIBm14nUweHs9Co5H851dxatku6&index=2>
- *The Texas Power Freeze: First Impressions*
<https://www.youtube.com/watch?v=XZDabDE4-do>
- *Zen and the Art of Rate Design*
<https://www.youtube.com/watch?v=YKhHTU5Te6M&list=PLOmalkVIBm14nUweHs9Co5H851dxatku6&index=1>
- *Resilience: New Threats and Opportunities for the Electric Power Grid of the Future*
<https://www.youtube.com/watch?v=DNPZMJjujmg&list=PLOmalkVIBm14nUweHs9Co5H851dxatku6&index=2&t=3s>
- *How will the pandemic change the electric utility industry's regulatory bargain?*
<https://www.youtube.com/watch?v=qQBvywZ2Txo>
- *Assessing the long-term impact of the pandemic on the regulatory bargain: The Utility Company's Perspective* is now available on YouTube.
- <https://youtu.be/S2yPOjNUfNE>
- *How will the pandemic change the electric utility industry's regulatory bargain? A Second Look* Here is the link: <https://youtu.be/KkxB9qk2V9M>
- *The Effects of the Pandemic on Grid and Tariff Modernization*
<https://youtu.be/Zxizw9ALutwOur>
- *How will the Pandemic effect transmission and wholesale markets?*
https://www.youtube.com/watch?v=a3RQCWU_eKI
- *Is there a future for capacity markets?*
<https://www.youtube.com/watch?v=qtnGEJkIkMY>

SELECTED CONSULTING AND SPEAKING ENGAGEMENTS

- Part of a team that is working on introducing a new type of auction for wholesale energy markets. 2020, ongoing. Team of eight includes a Nobel Prize winner in economics and professors from Berkeley and Penn State.
- Interviewed as an industry expert on universal service by the Government Accountability Office, 2020
- Recognition award for promoting the transformation of Puerto Rico's electricity systems:
<https://newsismybusiness.com/icse-promotes-discussion-of-reconstruction-of-p-r-s-energy-grid-at-annual-meeting/>
- "Protecting the Grid," <https://www.youtube.com/watch?v=cphRslPaNW8>
- Met with a delegation of leaders representing state-controlled industries from Henan Province, China, 2019 <https://www.facebook.com/pg/RutgersBusinessSchool/posts/>

- “Network Reliability Opportunities: Lessons from the Telecom Industry,” Edison Electric Institute Webinar, December 2017
- “Responsibility for Reliability: A Forgotten Approach that Can Work in Puerto Rico,” CHP Association Conference, Washington DC, October, 2017
- Expert interviewed for “U.S. Postal Service: Information on How Broadband Affects Postal Use and the Communications Option for Rural Residents,” U.S. Government Accountability Office, Report to Congressional Requesters, September, 2016
- ICSE-PR testimony in regards Puerto Rico Electric Power Authority Rate Review, Case No. CEPR-AP-2015-0001, submitted, Oct. 25, 2016
- Managed the development of statistical software packages used by the Bell Operating Companies, and AT&T. Aptech (the developers of GAUSS) and AT&T wanted to market our software packages.
- “The FCC’s Open Internet Order: Economists Perspective after One Year,” <http://aacg.com/portfolio-item/the-fccs-open-internet-order-economists-perspectives-after-one-year/>
- “Pricing Broadband Services,” Guest Lecturer Network20Q, You Tube, http://www.youtube.com/watch?v=iFmgxd3_agE
- “How to Achieve Universal Broadband Service in America,” preview on You Tube <http://www.youtube.com/watch?v=RGoMNUl81nQ> Full set of lectures at <http://www.3nightsdone.org/>
- “Smart Data Pricing: Does it Pass the Net Neutrality Test?” Smart Data Pricing Conference, Princeton University, 2015
- “Pricing Broadband Services,” IEEE, winter 2012
- “The Rural Broadband Challenge Federal-State Joint Conference on Advanced Services,” May 22, 2000. On the agenda with Senator Kerry. Cited in Boston Globe article and interviewed by Media One
- “NECA’s Broadband Cost Study,” National Press Club
- “Broadband is Coming to Rural America,” Aspen Institute
- “NECA’s Middle Mile Broadband Cost Study,” National Press Club
- “Connecting with Rural America,” Museum of Television and Radio
- “Bridging the Digital Divide,” Florida Communications Policy Symposium
- “Universal Service: Getting it Right,” National Association of Regulatory Commissioners
- “Network Technology: Effects on Telcos,” Public Utility Research Center

RECENT SERVICE INITIATIVES

- Started a webinar series for CRRRI, 2020. First one How will the pandemic change the electric utility industry’s regulatory bargain.
- Launched CRRRI LinkedIn (Thomas Hill), 2021
- Added Mark Kolesar (Chair of Alberta Regulatory Commission) David Williams (former Board of Governors of the Postal Service), and Jeanne Fox (Former Chair of the New Jersey Board of Public Utilities), 2021
- Sponsoring Antonio Nicita (Professor LUMSA University and Visiting Scholar Rutgers University) and Stefano Gori (Visiting Scholar Rutgers University, 2020
- Did a video for Rutgers on “We are one terrorist attack away from a nationwide blackout.” <https://www.youtube.com/watch?v=cphRsIPaNW8&t=1s>
- Met with a delegation of leaders representing state-controlled industries from Henan Province, China <https://www.facebook.com/pg/RutgersBusinessSchool/posts/>
- Worked with Brattle on a financial compliance program. Did not succeed.

- Developing a regulatory compliance program of study for the Rutgers Business School's Finance and Economics Department, on hold, with Ben Sopranzetti
- Helped organize a conference to discuss alternatives for solving Puerto Rico's energy crisis. Cancelled because of hurricanes.

