

VICTOR GLASS, Ph. D.

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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

- “Lessons to Learn from the USPS’s Request for Price Increases to Offset Inflation, with Stefano Gori, in *Topics in Regulatory Economics (2024)*. Pier Luigi Parcu, Timothy Brennan, and Victor Glass editors. Springer.
- “The Federal Trade Commission’s Antitrust Lawsuit Against the Proposed Microsoft/ Activision Merger: Déjà Vu with a Surprise Ending,” with Timothy Tardiff. Forthcoming in *The Antitrust Bulletin*.
- “Privacy and Digital Mosaics: Lessons from Pollution Control,” with Susanna Cahn, *Journal of Business and Economics Studies*, Vol. 27, Issue 2, 2023. Available at [Vol. 27, Issue 2, 2023 | Published by Journal of Business and Economic Studies \(scholasticahq.com\)](#)
- *Humanizing the Digital Economy: Connecting Religious Humanism with Platforms for a Collaborative Society*, Springer, October 2023. Rose to #2 in Business Ethics books and #6 in Public Policy Books (Amazon website)
- “Online Platform Dominance: A Case for Dynamic First Viewer Advantages,” with Stefano Gori and Antonio Nicita, *Rutgers Business Review*, 2023 Vol. 8, No. 2, pp. 131-149. Available at <https://rbr.business.rutgers.edu/article/online-platform-dominance-case-first-viewer-advantages>
- Guest editor and contributor to a special 2023 issue of the *Antitrust Bulletin* that explores whether the antitrust transformation underway has a solid basis in a workable theoretical framework, or is it mainly based on the ideology that “big is bad.” Several well-known

contributors. I have an article that will be included in the special issue: “Analyzing Competition in the Online Economy,” Volume 68, Issue 2, April 2023, with Timothy Tardiff

- “A Universal Support Fund for Postal Services in the United States” with Antonio Nicita and Stefano Gori in *Postal Strategies*, 2023. I was also an editor of this book with Pier Luigi Parcu and Timothy Brennan, Springer Publishers
- "Is Postal Service a Natural Monopoly? A 30-year retrospective on Panzar’s seminal paper,” with Antonio Nicita and Stefano Gori. In *The Postal and Delivery Contribution in Hard Times*. Editor with Pier Luigi Parcu and Timothy Brennan, Springer Publishers, June 2022
- *The Postal and Delivery Contribution in Hard Times*. Editor with Pier Luigi Parcu and Timothy Brennan, Springer Publishers, June 2022
- “Provider of Last Resort in Emerging Electricity Markets: Lessons from Telecommunications Deregulation” with Mark Kolesar, Timothy Tardiff, and Bruce Williamson. *Electricity Journal*, January 2021.
- “Power to the Prosumer: A Transformative Utility Rate Reform Proposal that is Fair and Efficient,” with Ephram Glass. *Electricity Journal*. Forthcoming, November 2021.
- “Culture Clash and the Failure of the AT&T/Time Warner Merger.” *Rutgers Business Review*, 2021
- “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, October 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, October 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 Stefano 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 Prinzivalli 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. Available at chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.uspsaig.gov/sites/default/files/reports/2023-01/rarc-ib-13-001_0.pdf
- “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

- *Redeeming Multiculturalism*
- “An Expanded Utility Function that merges Self, Meaning, and Pleasure to explain Social Decisions and Disruptions.”
- “Is it Time to Revisit the USPS’s Strategy for Financial Sustainability?” with Stefano Gori
- “Innovative Strategies for Sustainable Energy Trading Platforms: A Case Study in Wind and Solar Integration,” with Hung-po Chao
- “The Limitations of Government Oversight of the Online Economy,” with Timothy Tardiff

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>
 - *Electrification of Buildings: Pragmatic Challenges.* : <https://youtu.be/Rd3eX1--Qe4>
 - *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=qtnGEJklkMY>

HONORS

- Rutgers Business School 2021 NTT Excellence in Scholarly Contribution Award
- Award for work on Puerto Rico's energy crisis, Puerto Rico Institute for a Competitive and Sustainable Economy, 2019

SELECTED CONSULTING

- Subcontractor to Energy Trading Analytics, winner of ARPA-E grant to redesign the nation's wholesale energy markets. 2020—now. Team includes a Nobel Prize winner
<https://et-analytics.com/projects>
- 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 during the late 1980s and early 1990s. Aptech (the developers of GAUSS) and AT&T wanted to market our software packages.

SELECTED SPEAKING ENGAGEMENTS

- Interviewed as an industry expert on U.S. Postal Sustainability by the Government Accountability Office, July 2024
- Interviewed by the Office of Inspector General, Postal Service on postal regulatory reform, April 10, 2023
- Interviewed as an industry expert on middle mile transport by the Government Accountability Office, August 2022
- Interviewed by Office of Inspector General, Postal Service on how inflation is affecting the Postal Service, Feb. 2022.
- Interviewed by Daily Targum on inflation <https://dailytargum.com/article/2022/02/rutgers-experts-break-down-record-high-inflation-rates-in-us-amid-pandemic>
- Interviewed by Sinclair Broadcasting Group on gas price increases. See <https://abc6onyourside.com/news/nation-world/us-gas-prices-hit-seven-year-high-amid-surg-ing-demand-scarce-supply>
- 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=cphRsIPaNW8>
- 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
- "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

- Webinar series for CRRI, 2020. First one to discuss how will the pandemic change the electric utility industry's regulatory bargain.
- Launched CRRI 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.t" <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.

