

Mitchell Shapiro
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Professional Experience

2012-Present: Consultant, Author of [Evolving Human Systems](#) Blog

Works with allies to envision, design and implement more equitable and effective human systems, with a focus on the role of ICT, sovereign and community currencies, and democratic systems of ownership and governance. Writes about these topics on the *Evolving Human Systems* blog and other outlets, including series of posts on [strategies to expand rural broadband](#) and the [relationship between digital platforms and democracy](#). Pending consulting projects include co-developing: 1) a handbook for libraries seeking to use unlicensed spectrum to extend the reach of their free Internet access service and; 2) a study of how electric cooperatives can help bridge the rural digital divide and support healthy communities by deploying high-speed fiber optic networks.

2014-2016: Research & Project Development Consultant, Michigan State University

Worked with staff of MSU's Quello Center to design, fund and execute research projects focused on bridging digital divides. Served as project manager and lead author for a [study](#) of emerging strategies for expanding broadband access via last mile wireless. Co-authored [brief](#) providing state policy recommendations aimed at reducing Michigan's digital divides. Wrote 50+ [blog posts](#) on telecom/Internet/infrastructure trends and policy.

2012-2014: Policy Analyst and Strategic Advisor to Professor Susan Crawford, Co-Director of Berkman Center for Internet and Society, Harvard University

Prepared reports analyzing telecom industry trends for Harvard Law professor [Susan Crawford](#), author of *Captive Audience: The Telecom Industry and Monopoly Power in the New Gilded Age*, and co-author of *The Responsive City: Engaging Communities Through Data-Smart Governance*. Supported Professor Crawford's policy work with research and analysis, document drafting and editing, and strategic advice.

2010-2014: Research Project Manager for State Broadband Mapping Projects

Developed partnerships and prepared grant proposals leading to 5 year contract to independently verify ISP-provided broadband availability data for federal stimulus-funded projects in Kentucky and Louisiana. Designed and managed multi-source, multi-method data collection, integration and analysis, and provided strategic advice and analytical support for verification efforts in four other state projects.

2009-2010: Grant Opportunity Development Consultant, Strategic Networks Group, Pulse Broadband

Founded and managed [Rural Fiber Works](#), a market research and development firm supporting Pulse Broadband and Strategic Networks Group in winning multiple ARRA-funded network deployment and research grants.

2008-2009: Market Development Consultant & Project Manager, Strategic Networks Group

Helped Canadian research firm Strategic Networks Group develop U.S.-focused market expansion and grant-funding strategy; managed federal stimulus-funded study of business and household broadband adoption, connectivity-type, usage and barriers, and their implications for public policy.

2008: Author, *Municipal & Utility Guidebook to Bringing Broadband Fiber Optics to Your Community*

Was primary author of 127-page [report](#) analyzing options, risks, benefits and success strategies related to investing in municipal fiber networks. Helped develop publication partners and report sponsorships. Report was

initially published by DC-based Public Technology Institute (PTI) and distributed by other organizations, including the American Public Power Association, the Institute of Local Self-Reliance, and Community-Wealth.org.

2001-2007: Senior Analyst, Pike & Fischer, a unit of Bureau of National Affairs (now Bloomberg BNA)

Prepared quarterly financial and competitive analyses of major telcos, cablecos, satellite TV and VoIP providers, and syndicated reports focused on competitive strategies and market dynamics. Examples of the latter include:

- * Extending Fiber Closer to the Home: An Analysis of Telco Fiber Deployment Strategies
- * Investing in Broadband: An Analysis of Capital Spending & Cash Flows Among the Top Providers
- * Bundled-Services Strategies: Competitive Analysis
- * High-Speed Broadband Pricing & Packaging Strategies, Annual Reports, 2005-2008
- * Television 2.0: A Comprehensive Analysis of Emerging IP-Based Video Services (co-author)
- * Wi-Fi & WISPs in Transition: New Deployments & New Business Models
- * [Spectrum Policy 2.0: White Space, the Internet and the Public Interest](#)

2000: Consultant, Pangrac & Associates

Provided strategic planning and market analysis support to broadband engineering firm led by the original developers of the hybrid fiber coaxial (HFC) network architecture that enabled U.S. cable operators to become the dominant providers of high-speed Internet access. Managed network equipment market study and served on consulting team advising electric utilities on telecom network strategies.

1996-1999: Senior Consultant, Probe Research

Authored syndicated reports on broadband equipment market trends and network operator competitive dynamics. Provided custom market analyses and strategic advice to clients, including: electric utilities evaluating telecom market strategies; a cable operator considering launch of voice service and; emerging technology firms exploring market entry strategies. Authored a 375-page analysis of “triple-play” competitive scenarios that correctly projected cable’s emergence as the dominant U.S. wireline provider.

1993-1995: Independent Trade Journalist and Consultant

Authored articles published in leading cable, media and telecom industry trade publications, including *Cablevision*, *Advanced Television Markets*, *The Cable-Telco Report* and *Television Business International*. Provided custom market analyses for equipment and service providers in the cable TV and related industries.

1987-1992: Analyst & Author, Paul Kagan Associates

Served as primary author of multiple newsletters, including Cable TV Technology, Cellular Technology and Private Cable News. Conducted annual operator surveys and prepared market analyses and projections.

1986: Survey Research Consultant

Managed a statewide mail survey on farm safety and analyzed survey data for a local political campaign.

1985: Research Director, Newsletter Editor, Michigan Citizens Lobby

Managed a statewide in-person survey exploring impacts of AT&T divestiture on low-income populations. Helped draft and negotiate telecom legislative language. Edited organization’s monthly newsletter.

Education

B.A., Economics, University of Michigan

M.A., Telecommunications, Michigan State University. Thesis was phone survey-based analysis of media use in relation to political attitudes and behaviors. Taught undergrad course in research methods and, as DC-based summer intern, worked on: 1) rural connectivity demonstration projects at Intelsat and; 2) guidebook for creating community cable cooperatives at consumer-focused policy advocacy group.