

Gary R. Bolton

PROFILE

Accomplished corporate and venture-funded start-up executive with a proven track record for creating strategies and programs that move companies forward. Extensive experience in all aspects of management from building a team to shaping corporate communications, digital demand and lead generation, marketing, product management, business development, project management, regulatory, industry relationships, partnerships, and alliances. Demonstrated ability to provide strategic and motivational leadership, and to recruit and develop successful organizations. Passionate for teaching, mentoring, and working with students.

EXPERIENCE

2020 to PRESENT – FIBER BROADBAND ASSOCIATION

- Nov 2020 to Present **President and CEO**, Fiber Broadband Association, Washington, DC
Chief Executive Officer responsible for providing vision, strategic direction, and all aspects of management. The Fiber Broadband Association has over 350 member companies across the U.S., Canada, and Latin America. The Fiber Broadband Association's mission is to accelerate the deployment of fiber broadband networks to ensure digital equity and enable every community to leverage economic and societal benefits that only fiber can deliver.
- Restructured organization and implement a new business model
 - Hired a new team from scratch
 - Developed diversified revenue streams
 - Increased membership by over 40% in first 18 months
 - Launched major work force development initiative
 - Influenced legislation with over \$130B in Federal funding for fiber infrastructure deployment
 - Positioned the organization as the voice of fiber optics for the industry

- Aug 2013 to Present **Adjunct Professor** University of Alabama in Huntsville, Huntsville, AL
Lecturer in the College of Business teaching theory and application of both marketing and management strategies for start-up, operation, and control of new ventures, competitive strategy, and international business strategies to MSC graduate students, MBA candidates and senior-level undergraduates.

Subjects taught (3 terms/year) vary from semester to semester among the following courses:

- MSC 692-01 Business Analytics
- MGT 405/505 New Venture Strategies
- MGT 499 Competitive Strategy
- MKT 316 Retailing Policy
- MKT 494 Practicum in Management
- MGT 450/550 International Business

2008 to 2020 – ADTRAN

- Dec 2008 to Oct 2020 **Vice President Global Marketing and Public Policy** ADTRAN, Huntsville, AL
Chief Marketing Officer responsible for all aspects of marketing, regulatory and public policy for ADTRAN, a publicly traded company with \$600M in revenue and over 2,000 employees worldwide with customers in 68 countries.
- Developed the strategies, programs, and tactics to change public perception of the company through thought leadership as a means to help drive customer engagement and increase shareholder value.
 - Expanded company's market share and wallet share through digital demand and lead generation.
 - Led the global marketing team through multiple company transitions including acquisitions, strategic realignments, and geographic and product market expansions.

- Established the benchmarks that enabled the company to track sales funnel and customer engagement, ability to drive industry narratives, shape opinion and capture a leading share of voice.
- Created purpose-driven marketing programs and ensure the company leverages a value-based messaging matrix to key audiences: customers, prospects, investors, partners, and employees.

2005 to 2008 – HATTERAS NETWORKS

Sept 2005 to Dec 2008

- Vice President, Marketing and Product Management** Hatteras Networks, RTP, NC
Completely overhauled Hatteras Networks' marketing, company positioning, product positioning and completely rebuilt the company's internet and intranet websites.
- Worked with leading industry analysts to create the Mid-Band Ethernet market segment.
 - Established Hatteras Networks as the market leader by redefining the market category to align with the company's core strengths.
 - Established Hatteras as the industry thought leader for Mid-Band Ethernet.
 - Developed business cases for major carriers such as AT&T and British Telecom and provided detailed market analysis to carriers around the globe.
 - Worked closely with service providers to launch demand generation programs to stimulate Ethernet sales to Enterprise customers.
 - Responsibilities include Marketing, Product Management, pricing, deal analysis and GM forecasting/analysis.

2004 to 2005 – CIENA CORPORATION

May 2004 to Sept 2005

- Vice President, Broadband Access Marketing and Product Management** Ciena, RTP, NC
Completed the merger and integration of Catena Networks into Ciena Corporation.
- Responsible for all non-engineering activities for the Broadband Access Business Unit which includes Product Marketing, Market Development, PLM, New Product Introduction and Regulatory.
 - Integrated the broadband access portfolio into the global Ciena sales operation which resulted in global customer engagements, trials and deployments in China, SE Asia, India and Europe.
 - Successfully influenced regulatory direction to open new markets for facilities based (UNE-L) carriers and positioned Ciena to become the market leader in UNE-L access.
 - Led a successful lobbying effort for regulatory parity for Fiber-To-The-Curb with Fiber-To-The-Home which resulted in a major RBOC RFP.
 - Successfully developed strong relationships between the Broadband Access Business Unit, Global Sales and Ciena Corporate.
 - Responsible for driving Ciena's broadband access vision and strategy.

1999 to 2004 – CATENA NETWORKS

April 1999 to May 2004

- Vice President, Marketing and Product Management** Catena Networks, RTP, NC
Over five years, built a company from five founding engineers to a market leader in broadband access. During the worst period in telecommunications history, secured volume deployment in all four RBOC accounts, led the industry to broadband deregulation, grew revenues to \$100M run rate, delivered GM to achieve sustained company profitability and led a merger with a large publicly traded company for \$486M.
- Devised and implemented product direction and strategy for newly formed Catena Networks to enter the ILEC market and successfully compete against the largest most established telecommunications companies in the world.
 - Built and staffed Catena's Product Management, Product Marketing, Project Management and Regulatory teams from the ground up.
 - Set up initial contacts and market entry into most of the major ILEC accounts.
 - Significantly influenced industry direction through active regulatory lobbying, industry forums, industry relationships and regular public speaking engagements.
 - Launched two major product lines:
 - The CNX family of products addresses a 40M line opportunity for providing broadband DSL upgrades for legacy Digital Loop Carriers (DLCs).

- The CN1000 product family addresses a global market opportunity for deployment of POTS and ADSL, as well as Fiber to the Curb (FTTC) and Fiber to the Premise (FTTP).
- Product launches commenced with IOC and RBOC deployments within North America and initial trials in China.
- Business development lead for numerous strategic relationships. Led the business development activity that resulted in the May 3, 2004 merger with CIENA Corporation.

1984 to 1999 – NORTEL NETWORKS

1984 to 1999

Marketing, Product Management and Business Development Nortel Networks, RTP, NC
A steady progression of increasing management responsibilities over a Nortel career spanning 15 years culminating in directing the senior management teams for Product Management, Product Marketing, Business Development, Standards and Regulatory Affairs for Nortel's Broadband Access Business Unit.

- Responsible for driving the business team to launch Nortel's 1-Meg Modem product line that achieved in \$220M in revenue in the first full year of production.
- Other Nortel management positions included Marketing, PLM and Business Development for Nortel's ADSL products.
- Directed Nortel's Hybrid Fiber Coax (HFC) business.
- US Marketing manager for GR-303 and ISDN product launches.
- Global PLM for Nortel's Line Access Products.
- PLM for the introduction of the Enhanced Network (ENET).
- Five years of engineering and manufacturing positions.

EDUCATION

1992

Master of Business Administration
DUKE UNIVERSITY, Fuqua School of Business, Durham, NC

1985

Bachelor of Science in Electrical Engineering
NORTH CAROLINA STATE UNIVERSITY, Raleigh, NC

COMMUNITY/INDUSTRY LEADERSHIP

Board of Directors

BITAG (Broadband Internet Technical Advisory Group) - National

- Co-Chairman (2016 – Pres.) and Board (2014- Pres.)

Huntsville Madison County Chamber of Commerce - Regional

- Senior Council (2019 – pres.), Finance Committee (2020), Immediate Past Chair (2019), Chairman (2018), Chair-elect (2017), Vice Chair Economic Development (2016), Vice Chair Membership (2014, 2015), Vice Chair Research (2013), Board (2012)

Chamber Foundation – Regional

- Board of Directors (2019 – Pres.)

Fiber Broadband Association – National

- Vice Chairman (2020), Treasurer, Policy Chair (2018, 2019), Policy Chair, Marketing Chair (2017), Board of Directors (2016-2018, re-elected 2019 - 2021)

Ohio Broadband and 5G Sector Partnership (2022) - Ohio

Teach For America Alabama Board (2014 – 2017) - Alabama

Telecommunication Industry Association - National

- Policy Vice Chair - Broadband and Convergence Working Group (2012–2018)

Huntsville Botanical Garden Board (2018 – Pres.) - Regional

- Chair of CEO Search Committee (2019)

Huntsville SORBA (Southern Off-road Bike Association) – Regional

- Immediate Past President (2021), President (2019, 2020), Vice President (2016–2018)

Land Trust – Regional

- Board of Directors (2021-present), Treasurer (2022)

Governors Broadband Advisory Board (2015–2017) – Alabama

University of Alabama in Huntsville

- External Advisory Board for the College of Business (2017–Pres)
- Last Mile Fund Committee (2019)
- Strategic Planning Committee for the College of Business (2017–2018)

Leadership Organizations Leadership Alabama (2019-2022)
Leadership Huntsville (2017-2018)