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Jonathan A. Knee

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University Teaching and Administration

- 2023 - **YALE LAW SCHOOL** New Haven, CT
Visiting Professor of Law. Teach Media and Technology Policy and Strategy
- 2018 - **COLUMBIA BUSINESS SCHOOL** New York, NY
Michael T. Fries Professor of Professional Practice of Media and Technology in the Faculty of Business
- 2014 - 2018
2001 - 2014 Professor of Professional Practice in Business.
Adjunct Professor of Finance and Economics. Teach courses on Media and Technology Mergers & Acquisitions, Digital Investing, Strategic Management of Media, The Media and Technology Industries: Public Policy and Business Strategy (with Professor Tim Wu of Columbia Law School), and Sports Economics and Policy (with senior lecturer Sunil Gulati of Columbia Economics) to second year MBA students.
- 2012 -
2004 - 2012 Co-Director of the Media and Technology Program.
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 and Technology Forum, whose members represent senior executives from global media companies. Raised approximately \$5 million to support the activities of the Program.
- 2009 - 2017 **COLUMBIA GRADUATE SCHOOL OF JOURNALISM** New York, NY
Adjunct Professor. Co-taught Business Reporting Seminar with Professor 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 -
2003 - 2014 **EVERCORE PARTNERS** New York, NY
Senior Advisor
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 - 2020 **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
1998 - 1999 Managing Director, Media Group
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 - **COUNCIL ON FOREIGN RELATIONS**, New York, NY
Member

- 2002 - **NEW ALTERNATIVES FOR CHILDREN** New York, NY
Board of Directors and Vice President.
- 2002 - **CITIZENS' COMMITTEE FOR CHILDREN OF NEW YORK** New York, NY
Board of Directors.
- 1996 - **NEW YORK CITY INVESTMENT FUND** New York, NY
Media and Entertainment Sector Group.
- 2008 - 2020 **COLUMBIA UNIVERSITY – TEACHER'S COLLEGE**, New York, NY
President's Advisory Council
- 2002 - 2020 **NATIONAL WOMEN'S LAW CENTER** Washington, D.C.
Board of Directors.
- 2003 - 2009 **YALE LAW SCHOOL FUND** New Haven, CT
Board of Directors.
- 2002 - 2009 **ARTS CONNECTION** New York, NY
Board of Directors.
- 2002 - 2005 **FORT VALLEY STATE UNIVERSITY FOUNDATION** Fort Valley, GA
Board of Directors.
- 1993 - 1994 **CHICAGO UNITED** Chicago, IL
Deacon.
- 1992 - 1994 **CHICAGO COUNCIL ON FOREIGN RELATIONS** Chicago, IL
Committee on Foreign Affairs.
- 1990 - 1992 **COMMISSION ON HUMAN RIGHTS** Washington, DC
Hearing Examiner. Reviewed disputes on pro bono basis.
- 1989 - 1992 **HOMELESS CHILDREN'S TUTORIAL PROJECT** Washington, DC
Steering Committee.

Publications

Books

The Platform Delusion: Who Wins and Who Loses in the Age of Tech Titans (Portfolio: 2021).

Class Clowns: How the Smartest Investors Lost Billions in Education (Columbia: 2016).

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

“Can Big Tech Be Disrupted? A Conversation with Columbia Business School professor Jonathan Knee,” Harvard Business Review, January/February 2022.

“Why Some Platforms Are Better Than Others”, MIT Sloan Management Review, Winter 2018, Vol. 54,

Issue 2.

“All Platforms Are Not Equal: Why Airbnb will always be a better business than Uber”, MIT Sloan Management Review, September 15, 2017.

“Agenda Chasing and Contests Among News Providers”, The Rand Journal of Economics, Fall 2017, Vol. 48, Issue 3 (with Zsolt Katona and Miklos Sarvary).

“Can Betsy DeVos Transform From Lobbyist to Policymaker?”, The Atlantic, January 17, 2017.

“Why For-Profit Education Fails”, The Atlantic, November 2016.

“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

“The delusion that defined the Trump era has now seized the world of investing”, Business Insider, October 28, 2021.

“Facebook has a culture problem—but not the one people think it has”, Fast Company, September 13, 2021.

“Network Effects Are Overrated”, New York Times, September 4, 2021.

“Platform’ is the latest buzzword to beguile investors”, Financial Times, July 27, 2021.

“The Road to Disastrous Educational Businesses is Paved with Good Intentions”, EdSurge, November 16, 2016.

“Why content is not always king”, Financial Times, July 27, 2016.

“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

“The former assistant to Jack Ma reveals the “secret sauce” behind Alibaba’s meteoric rise in a new book” (Review of Brian A. Wong, The Tao of Alibaba: Inside the Chinese Digital Giant that is Changing the World (PublicAffairs)) Business Insider, November 9, 2022

“The Economics of Sports” (Review of Paul Oyer, An Economist Goes to the Game: How to Throw Away \$580 Million and other Surprising Insights from the Economics of Sports (Yale)) Semafor, October 18, 2022

“McKinsey’s Self-Portrait as a valued driven company is a sham, says a new book” (Review of Walt Bogdanich and Michael Forsythe, When McKinsey Comes to Town: The Hidden Influence of the Worlds Most Powerful Consulting Firm (Doubleday)) Business Insider, October 9, 2022

“A former Amazon exec’s new book explains why the coming metaverse – “the next internet” – is still far off, and what exactly it may look like” (Review of Matthew Ball, The Metaverse: And How It Will Revolutionize Everything (Liveright)) Business Insider, July 31, 2022

“I read an ex-Apollo partner’s tell-all book about the inner workings of private equity and was perplexed – and ultimately disappointed” (Review of Sachin Khajuria, Two and Twenty: How the Masters of Private Equity Always Win (Currency)) Business Insider, June 19, 2022.

“A new book takes a harsh look at the first ‘celebrity CEO,’ GE’s Jack Welch – but the author’s argument lacks nuance” (Review of David Gelles, The Man Who Broke Capitalism (Simon & Schuster)) Business Insider, May 30, 2022

“The dramatic untold story of what happened inside Apple after Steve Jobs died and Tim Cook and Jony Ive took over is told in a new book” (Review of Tripp Mickle, After Steve: How Apple Became a Trillion-Dollar Company and Lost Its Soul (William Morrow)) Business Insider, May 15, 2022

“Streaming services battling to compete with Netflix are spending a lot of money, very badly, a new book says” (Review of Dade Hayes and Dawn Chmielewski, Binge Times: Inside Hollywood’s Furious Billion Dollar Battle to Take Down Netflix (William Morrow)) Business Insider, April 19, 2022

“In an age of disasters, a new book explains how we can better prepare for worst-case scenarios” (Review of Juliette Kayyem, The Devil Never Sleeps: Learning to Live in an Age of Disasters (PublicAffairs)) Business Insider, April 13, 2022

“A Yale professor’s new book sheds light on a seemingly obvious way to negotiate” (Review of Barry Nalebuff, Split the Pie: A Radical New Way to Negotiate (Harper Business)) Business Insider, March 13, 2022

“Elon Musk and Peter Thiel were both Silicon Valley outsiders until they joined forces to form PayPal. A new book reveals details of their tumultuous rise to the top.” (Review of Jimmy Soni, The Founders: The

Story of PayPal and the Entrepreneurs Who Shaped Silicon Valley (Simon & Schuster)) Business Insider, February 23, 2022

“Wall Streeters peak between 36 and 40, according to Harvard social scientist. Here’s what they forget to plan for in the second half of their lives.” (Review of Arthur C. Brooks, From Strength to Strength: Finding Success, Happiness, and Deep Purpose in the Second Half of Life (Penguin Random House)) Business Insider, February 17, 2022

“Network effects’ have taken on a mystical status among tech investors. A new book digs into how they work – but fails to explain when they can be expected to provide lasting value.” (Review of Andrew Chen, The Cold Start Problem (Harper Business)) Business Insider, December 12, 2021

“Why are all of our leaders, bosses, and politicians so terrible at their jobs?” (Review of Brian Klass, Corruptible: Who Gets Power and How It Changes Us (Scribner)) Business Insider, November 13, 2021

“China’s march to global tech dominance is hitting some serious stumbling blocks” (Review of Jonathan E. Hillman, The Digital Silk Road: China’s Quest to Wire the World and Win the Future (Harper Business)) Business Insider, October 19, 2021

“A new book provides the antidote for the creeping feeling that the business world is hopelessly out of ideas and awash in get-rich-quick schemes” (Review of Reid Hoffman, Masters of Scale: Surprising Truths from the World’s Most Successful Entrepreneurs (Currency)) Business Insider, September 6, 2021

“Fixing America’s \$1.6 trillion debt crisis is going to take a serious crackdown on wasteful schools and unnecessary loans, not quick fixes” (Review of Josh Mitchell, The Debt Trap: How Student Loans Became a National Catastrophe (Simon & Schuster)) Business Insider, August 9, 2021

“The death of American meritocracy” (Review of Adrian Woolbridge, The Aristocracy of Talent: How Meritocracy Made the Modern World (Penguin)) Business Insider, July 25, 2021

“Mark Zuckerberg's reputation has gone from heralded genius to 'worst Bond villain ever.' So why do so many business school grads still want to be the next Zuckerberg?” (Review of Tom Eisenmann, Why Startups Fail: A New Roadmap for Entrepreneurial Success (Currency)) Business Insider, June 20, 2021

“What’s Amazon’s Secret?” (Review of Colin Bryar and Bill Carr, Working Backwards: Insights, Stories, and Secrets from Inside Amazon (St. Martin’s Press)) New York Times Dealbook, February 13, 2021

“The Business of Basketball” (Review of Pete Croatto, From Hang Time to Prime Time: Business, Entertainment and the Birth of the Modern N.B.A (Atria Books) and Joshua Mendelsohn, The Cap: How Larry Fleisher and David Stern Built the Modern NBA (Nebraska Press)) New York Times Dealbook, December 24, 2020

“Silicon Valley’s Culture Clash” (Review of Reed Hastings, No Rules Rules: Netflix and the Culture of Reinvention (Penguin Random House)) New York Times Dealbook Newsletter, September 7, 2020

“Competing in the Digital Age” (Review of Marco Iansiti and Karim R. Lakhani, Competing in the Age of AI: Strategy and Leadership When Algorithms and Networks Run the World (Harvard Business Review Press)) New York Times Dealbook Newsletter January 17, 2020

“‘Rockonomics’ Schools Us in the Costs and Benefits of Creativity” (Review of Alan B. Krueger, Rockonomics: A Backstage Tour of What The Music Industry Can Teach Us About Economics And Life (Currency Press)) New York Times Dealbook, June 3, 2019

“‘Power Trip’ Ably Guides Us Through the History of Energy” (Review of Michael E. Webber, Power Trip: The Story of Energy (Basic Books)) New York Times Dealbook, May 17, 2019

“How to Address Social Immobility? ‘The Human Network’ Offers a Road Map” (Review of Matthew O. Jackson, The Human Network: How Your Social Position Determines Your Power, Beliefs and Behaviors (Pantheon)) New York Times Dealbook, March 25, 2019

“A deep dive into the ‘underground’ world of caves and tunnels” (Review of Will Hunt, Underground: A Human History of Worlds Beneath Our Feet (Spiegel & Grau)) New York Times, February 1, 2019

“Twilight of the Elites’ Looks at a France, and a World, Divided” (Review of Christophe Guilluy, Twilight of the Elites: Prosperity, the Periphery and the Future of France (Yale University Press)) New York Times Dealbook, January 22, 2019

“‘The Edge of Anarchy’ Offers Lessons From the Gilded Age (Review of Jack Kelly, The Edge of Anarchy: The Railroad Barons, The Gilded Age, and the Greatest Labor Uprising in America (St. Martin’s Press)) New York Times Dealbook, January 7, 2019

“‘Digital Renaissance’ Argues Consumers of Media Never Had It So Good. Is That the Case?” (Review of Joel Wadfogel, Digital Renaissance: What Data and Economics Tell Us About the Future of Popular Culture (Princeton University Press)) New York Times Dealbook, November 16, 2018

“Michael Ovitz Offers a Revealing Retelling of His Hollywood Career” (Review of Michael Ovitz, Who Is Michael Ovitz (Penguin Random House)) New York Times Dealbook, September 25, 2018

“Why Start-Ups Need a Regulatory Strategy to Succeed” (Review of Bradley Tusk, The Fixer (Penguin Random House) and J.D. Harrison, Regulatory Hacking: A Playbook for Startups (Penguin Random House)) New York Times Dealbook, September 11, 2018

“‘The Billionaire Raj’ Offers Reasons for Optimism in India’s Gilded Age” (Review of James Crabtree, The Billionaire Raj: A Journey Through India’s New Gilded Age (Penguin Random House)) New York Times Dealbook, July 9, 2018

“‘Red Card’ Tells a Tale With Parallels to the Russia Investigation” (Review of Ken Bensinger, Red Card: How the U.S. Blew the Whistle on the World’s Biggest Sports Scandal (Simon & Schuster)) New York Times Dealbook, June 12, 2018

“‘The Book of Why’ Examines the Science of Cause and Effect” (Review of Judea Pearl and Dana Mackenzie, The Book of Why: The New Science of Cause and Effect (Basic Books)) New York Times Dealbook, June 1, 2018

“‘In Praise of Wasting Time’ Speaks Ominously of a Digital ‘Grid’” (Review of Alan Lightman, In Praise of Wasting Time (Simon & Schuster)) New York Times Dealbook, May 25, 2018

“‘Big Is Beautiful’ Questions the Virtues of Small Business” (Review of Robert D. Atkinson and Michael Lind, Big Is Beautiful, Debunking the Myth of Small Business (The M.I.T. Press)) New York Times Dealbook, April 30, 2018

“‘Empire of Guns’ Challenges the Role of War in Industrialization” (Review of Priya Satia, Empire of Guns: The Violent Making of the Industrial Revolution (Penguin Random House)) New York Times Dealbook, April 9, 2018

“‘The Big Picture’ Chronicles a Changing Entertainment Industry” (Review of Ben Fritz, The Big Picture: The Fight for the Future of Movies (Houghton Mifflin Harcourt)) New York Times Dealbook, March 6, 2018

“How Corporate America Won Its Civil Rights” (Review of Adam Winkler, We The Corporations (W.W. Norton)) New York Times Dealbook, February 23, 2018

“Even on the Internet, What’s Old Is New Again” (Review of Niall Ferguson, The Square and the Tower: Networks and Power, from the Freemasons to Facebook (Penguin Random House)) New York Times Dealbook, January 11, 2018.

“Two Contrasting Views of Silicon Valley’s Influence” (Review of Noam Cohen, The Know-It-Alls: The Rise of Silicon Valley as a Political Powerhouse and Social Wrecking Ball (The New Press) and Leslie Berlin, Troublemakers: Silicon Valley’s Coming of Age (Simon & Schuster)) New York Times Dealbook, November 10, 2017.

“‘Forged in Crisis’ Strains to Define Leadership” (Review of Nancy Koehn, Forged in Crisis: The Power of Courageous Leadership in Turbulent Times (Simon & Schuster)) New York Times Dealbook, October 5, 2017.

“The Scandalous Friendship That Shaped Adam Smith” (Review of Dennis Rasmussen, The Infidel and the Professor: David Hume, Adam Smith and the Friendship that Shaped Modern Thought (Princeton University Press)) New York Times Dealbook, September 21, 2017.

“‘Fifty Inventions’ Falls Short of Its Ambitions” (Review of Tim Harford, Fifty Inventions That Shaped the Modern Economy (Riverhead Books)) New York Times Dealbook, August 29, 2017.

“As Brothers Battled, a Giant in Cereals was Born” (Review of Howard Markel, The Kelloggs: The Battling Brothers of Battle Creek (Pantheon)) New York Times Dealbook, August 8, 2017.

“In ‘Rebooting Justice’ a Call to Help the Lawyerless in Court” (Review of Benjamin H. Barton and Stephanos Bibas, Rebooting Justice: More Technology, Fewer Lawyers and the Future of Law (Encounter)) New York Times Dealbook, July 31, 2017.

“How Laws of Physics Govern Growth in Business and in Cities” (Review of Geoffrey West, Scale: The Universal Laws of Growth, Innovation, Sustainability, and the Pace of Life in Organisms, Cities, Economies, and Companies (Penguin)) New York Times Dealbook, May 26, 2017.

“The New Gilded Age in Philanthropy” (Review of David Callahan, The Givers: Wealth, Power and Philanthropy in a New Gilded Age (Knopf Doubleday)) New York Times Dealbook, May 1, 2017.

“‘Fostering Civility in a Time of Disrespect’” (Review of Christine Porath, Mastering Civility: A Manifesto for the Workplace (Grand Central)) New York Times DealBook, December 23, 2016.

“‘To Pixar and Beyond’ Plumbs New Depth in Oft-Told Tale” (Review of Lawrence Levy, To Pixar and Beyond: My Unlikely Journey with Steve Jobs to Make Entertainment History(Houghton Mifflin Harcourt)) New York Times DealBook, October 28, 2016.

“‘The Content Trap’ Rethinks Digital Media Strategy” (Review of Bharat N. Anand, The Content Trap: A Strategist’s Guide to Digital Change(Random House)) New York Times DealBook, October 14, 2016.

“‘Feminist Fight Club’ Takes On Workplace Sexism” (Review of Jessica Bennett, Feminist fight Club: An Office Survival Manual for a Sexist Workplace(Harper Collins)) New York Times DealBook, September 14, 2016.

“‘Powerhouse’ Lifts Veil on Secretive Hollywood Agency” (Review of James Andrew Miller, Power House: The Untold Story Of Hollywood’s Creative Artists Agency(Custom House)) New York Times DealBook, August 8, 2016.

“‘Chaos Monkeys’ Is a Guide to the Spirit of Silicon Valley” (Review of Antonio García Martínez, Chaos Monkeys: Obscene Fortune and Random Failure in Silicon Valley (Harper)) New York Times DealBook, June 28, 2016.

“The Rise of the ‘Matchmakers’ of the Digital Economy” (Reviews of David S. Evans and Richard Schmalensee, Matchmakers: The New Economics of Multisided Platforms (Harvard Business Press) Alex Moazed and Nicholas L. Johnson, Modern Monopolies: What It Takes to Dominate the 21st Century Economy (St. Martins) Geoffrey Parker, Sangeet Paul Choudary and Marshall W. Van Alstyne, Platform Revolution: How Networked Markets Are Transforming the Economy and How to Make Them Work For You (Norton)) New York Times DealBook, May 20, 2016.

“‘Players’ Examines Crossroads of Sports and Money” (Review of Matthew Futterman, Players: The Story of Sports and Money, and the Visionaries Who Fought to Create a Revolution (Simon & Schuster)) New York Times DealBook, April 22, 2016.

“‘Saving the Media’ Seeks Remedy for Ailing Fourth Estate” (Review of Julia Cagé, Saving the Media: Capitalism, Crowdfunding, and Democracy (Harvard/Belknap)) New York Times DealBook, April 1, 2016.

“‘Dark Territory’ Illuminates Cybersecurity’s Shadows” (Review of Fred Kaplan, Dark Territory: The Secret History of Cyber War (Simon & Schuster)) New York Times DealBook, February 29, 2016.

“Creating Originality at Home and at Work” (Review of Adam Grant, Originals: How Non-Conformists Move the World (Viking)) New York Times DealBook, January 29, 2016.

“Closing the Gender Gap by Changing Minds” (Review of Anne-Marie Slaughter, Unfinished Business: Women Men Work Family (Random House)) New York Times DealBook, October 2, 2015.

“Better Living Through Social Science Research” (Review of Adam Galinsky and Maurice Schweitzer, Friend & Foe: When to Cooperate, When to Compete, and How to Succeed at Both (Crown Business)) New York Times DealBook, September 25, 2015.

“The Melting of Mark Zuckerberg’s Donation to Newark Schools” (Review of Dale Russakoff, The Prize: Who’s in Charge of America’s Schools (Houghton Mifflin Harcourt)) New York Times DealBook, August 26, 2015.

“Jacob Fugger and the Renaissance Superrich” (Review of Greg Steinmetz, The Richest Man Who Ever Lived (Simon & Schuster)) New York Times DealBook, July 30, 2015.

“John LeFevre’s Memoir of Banking Debauchery Elicits Mostly Yawns” (Review of John LeFevre, Straight to Hell: True Tales of Deviance, Debauchery and Billion-Dollar Deals (Atlantic Monthly Press)) New York Times DealBook, July 10, 2015.

“Michael Wolff’s New Book Celebrates the Success of Old Media” (Review of Michael Wolff, Television Is the New Television: The Unexpected Triumph of Old Media in the Digital Age (Portfolio/Penguin)) New York Times DealBook, June 25, 2015.

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

“Publishing Platforms with Professor Jonathan Knee,” Featured Speaker, Newsroom Leadership Program, Columbia Journalism School, New York, June 22, 2022

“Talk on the Platform Delusion: Who Wins and Who Loses in the Age of Tech Titans,” Featured Speaker Citi Journalistic Excellence Award International Journalists Seminar, Columbia Journalism School, New York, June 6, 2022.

“Media & Technology Forum Annual Meeting: Fireside Chat with Bob Bakish: Leading in Uncertain Times”, Moderator, Columbia Business School, New York, May 16, 2022.

“Talk on the Platform Delusion: Who Wins and Who Loses in the Age of Tech Titans,” Economics of E-commerce and Technology class with Professor Simon Board, UCLA, Los Angeles, California, May 13, 2022

“Media & Entertainment Conference: Fireside Chat with Chris McCarthy”, Moderator, Columbia Business School, New York, April 8, 2022.

“Presentation on ‘The Platform Delusion: Who Wins and Who Loses in the Age of the Tech Titans’,” Vontobel Asset Management, New York, December 17, 2021.

“Virtual Book Talk discussing ‘The Platform Delusion: Who Wins and Who Loses in the Age of the Tech Titans’,” Featured Speaker, Columbia Business School Boston Alumni Club, December 8, 2021.

“Presentation on ‘The Platform Delusion: Who Wins and Who Loses in the Age of the Tech Titans’,” Skadden ARPS, New York, December 6, 2021.

“Virtual Book Talk discussing ‘The Platform Delusion: Who Wins and Who Loses in the Age of the Tech Titans’,” Featured Speaker, Columbia Business School Texas Alumni Club, October 27, 2021.

“Media and Technology Forum Book Talk: Conversation with Glenn Hubbard on ‘The Platform Delusion: Who Wins and Who Loses in the Age of Tech Titans’,” Featured Speaker, Columbia Business School, October 12, 2021.

“Talk on ‘The Platform Delusion: Who Wins and Who Loses in the Age of the Tech Titans’,” Economics of Strategic Behavior class with Professor Wouter Dessein, Columbia Business School, October 8-9, 2021.

“Virtual Book Talk discussing ‘The Platform Delusion: Who Wins and Who Loses in the Age of the Tech Titans’,” Featured Speaker, Columbia Business School West Coast Alumni Clubs, October 6, 2021.

“Dissecting Failures in Education Investing and Management,” Featured Speaker, Harvard Business School Education Club, April 20, 2021.

“Media & Technology Forum Annual Meeting: Merger Strategy and Policy: The Acquisition of Time Warner by AT&T featuring Jeff Bewkes, former CEO and Chairman, Time Warner,” Moderator, Columbia Business School, April 19, 2021.

“Media and Technology Forum, Virtual Lunch with Bruce Greenwald on the new edition of his book ‘Value Investing’,” Moderator, Columbia Business School, February 19, 2021.

“Silfen Leadership Series with Reed Hastings, CEO, Netflix,” Moderator, Columbia Business School, February 16, 2021.

“Leadership Speaker Series: Jonathan Knee and Ann Sarnoff, CEO, Warner Brothers,” Moderator, Columbia Business School, February 8, 2021

“Leadership Series, Conversation with Ric Elias, CEO of Red Ventures,” Moderator, Columbia Business School, New York, NY, November 9, 2020.

“MFM Newspaper Panel- Newspaper Mergers, Acquisitions and Values,” Media Financial Management Association conference, Panelist, July 28, 2020.

“Columbia University Scholars of Finance Presents: Jonathan Knee, Senior Advisor at Evercore,” Featured Speaker, April 17, 2020.

“Exploring the New Frontier: China’s Next Steps,” Speaker, 12th Annual Columbia China Business Conference, Columbia Business School, New York, NY, March 9, 2019.

“What does Redstone/CBS mean for the future of controlled companies, dual-class, and independent directors?” Discussion Leader, Cleary Gottlieb Annual Conference: M&A, Antitrust, and the Board Room in 2019: Challenges and Conundrums for the West Coast, San Francisco, CA, February 5, 2019.

“Pioneering Leadership and Diversity in Sports: A Luncheon with Collette V. Smith,” Moderator, The Sanford C. Bernstein & Co. Center for Leadership and Ethics, Columbia Business School, New York, NY, November 14, 2018.

“Convergence of Media and Technology in a Multi-Local World,” Panel Moderator, Columbia Business School 2018 Pan European Forum, Paris, France, October 13, 2018.

“Newspaper Mergers Acquisitions and Values,” Panel Speaker, Media Financial Management Association Conference, Washington, D.C., May 22, 2018.

“Silfen Leadership Series, Conversation with Ronald D. Perelman,” Moderator, Columbia Business School, New York, NY, April 19, 2018.

“The Changing Global Media Landscape,” Conversation with Michael T. Fries, Moderator, Columbia Business School Reunion 2018, New York, NY, April 13, 2018.

“Breaking into the Technology Ecosystem: Opportunities & Obstacles,” Panel Moderator, Columbia Business School Women’s Business Leadership in Tech: From Talk to Action, New York, NY, February 9, 2018.

“Class Clowns Discussion,” Speaker, Galley Society, New York, NY, September 14, 2017.

“Class Clowns Discussion,” Speaker, Debevoise & Plimpton, New York, NY, June 19, 2017.

“Association of American Publishers: 2017 Content in Context Conference,” Keynote Speaker, Philadelphia, PA, May 25, 2017.

“The Media Business Airball,” Panel Speaker, YPO Global Digital Summit, New York, NY, May 10, 2017.

“Sports, Media and Technology,” Panel Moderator, Columbia Business School Media and Technology Forum, New York, NY, May 3, 2017.

“Driving Innovation in Media and Technology,” Panel Moderator, Columbia Business School, New York, NY, April 22, 2017

“MBA Media and Entertainment Conference,” Keynote Moderator, Columbia University, New York, NY, April 7, 2017.

“Class Clowns Discussion,” Speaker, Skadden Arps, New York, NY, April 3, 2017.

“Class Clowns Discussion,” Speaker, Columbia Business School Alumni Event, Chicago, IL, March 16, 2017.

“Class Clowns Discussion,” Speaker, Spark Capital, New York, NY February 28, 2017.

“Class Clowns Discussion,” Speaker, Columbia Business School Media and Technology Forum at McGraw-Hill Education, New York, NY, February 27, 2017.

“Class Clowns,” Conversation with James B. Stewart, 92nd Street Y, New York, NY February 6, 2017.

“Jonathan Knee on Class Clowns: How the Smartest Investors Lost Billions in Education,” Speaker, Lunch and Learn Series: Museum of American Finance, New York, NY, January 25, 2017.

“Class Clowns: How the Smartest Investors Lost Billions in Education,” Speaker, Politics and Prose, Washington, D.C., January 3, 2017.

“From the Frontline: Negotiation War Stories,” Panel Speaker, Transatlantic General Counsel Summit, New York, NY, December 7, 2016.

“How to Win When You Want to,” Keynote Speaker, Wolters Kluwer Global M&A Offsite, New York, NY, June 23, 2016.

“Life Outside the Bundle: Opportunities and Challenges,” Panel Moderator, Columbia Business School 2016 Reunion, New York, NY, April 16, 2016.

“Trends in the Global Media Eco System,” Moderator, Media and Technology Forum, New York, NY, March 28, 2016.

Talk on “Choosing a Banker and Being a Banker,” Launch to Liquidity class with Professors Levav, Rauh and Rao, Stanford Business School, March 28, 2016.

“Television is the New Television: The Unexpected Triumph of Old Media in the Digital Age,” Panel Moderator, Media and Technology Forum Lunch with Michael Wolff, New York, NY, September 17, 2015.

“Symphony Communications Launch Event,” Panel Participant, New York, NY, September 15, 2015.

“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.