

## PETER C. PAPPAS

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### PROFESSIONAL EXPERIENCE

#### INNOVATION STRATEGIES – Washington, D.C.

2013 – present

*Consulting firm that advises companies and trade associations on intellectual property policy and legislation.*

##### FOUNDER AND PRESIDENT

Consult to major technology companies/associations on patent and copyright reform legislation and related initiatives.

**Patent Reform Legislation and Quality:** Advise on and advocate for robust patent reform legislation on behalf of Google and other clients, most recently as part of the United for Patent Reform coalition. Develop strategies for effective engagement with Congress as well as the White House and other executive agencies to promote balanced intellectual property policies. This multi-year effort also entails formulating strategies and drafting comments designed to influence Patent Office policies and practices relating to patent quality and the post-grant review of issued patents.

**Advocacy for Startups:** Serve as senior advisor to *Engine Advocacy*, a leading trade association that represents over 500 startups, and is a key supporter of patent reform and net neutrality. Engine played a leading role in convincing the FCC to adopt the strict net neutrality rules that included Title II reclassification of broadband providers.

**Industry Thought Leadership:** Drafted Engine's position paper on patent reform. Authored numerous op. ed.'s that have appeared in leading publications (*Roll Call*, *National Journal* and *The Hill*) advocating for patent and copyright reform. Served as thought leader on panels, Hill briefings and meetings with Members to advance these agendas.

#### U.S. PATENT AND TRADEMARK OFFICE – Alexandria, VA

2009 – 2013

*Commerce Department Agency that evaluates patent and trademark applications and plays key role in developing intellectual property policy.*

**CHIEF OF STAFF** (2011 – 2013); **CHIEF COMMUNICATIONS OFFICER/SENIOR ADVISOR** (2009 – 2011)

Recruited and appointed by the White House to lead and quickly improve the public affairs and outreach functions of the 13,000 member fee-funded agency with a \$3B budget. Responsible for developing and implementing all strategic communications and stakeholder relations. Managed the successful launch of a series of major new initiatives and served at the Director's principal political advisor. Promoted to Chief of Staff to oversee management of the senior executive team, lead interagency coordination, and assist in management of the Agency's operations, while retaining oversight of internal and external communications, policy, legislative affairs and international.

##### ORGANIZATIONAL LEADERSHIP

**Team Leadership:** Revitalized an understaffed, underfunded and ineffective public affairs operation, directing a rapid expansion in staff and capabilities and transforming it into a first-class team despite significant resource constraints.

**Strategy and Policy Formulation:** Co-led interagency team to develop and refine legislative recommendations to curb patent litigation abuse and executive actions to improve patent quality. The team's proposal was endorsed by the White House, providing important bipartisan impetus for action in Congress later that year.

**Internal Management and Coordination.** Improved coordination and collaboration of senior staff, enhancing operational efficiencies and improving employee relations. Agency was ranked as the 5<sup>th</sup> best place to work (2012) out of 300 federal agencies, and was ranked #1 (2013), a dramatic improvement from ranking under previous leadership.

##### PUBLIC AFFAIRS AND OUTREACH

**Improved Public Perception.** Dramatically improved Agency's public image, repaired damaged stakeholder relations, and significantly increased breadth and effectiveness of the public affairs function. Generated positive press coverage and expanded the reach from trade press to national outlets (*WSJ*, *NYT*, *Washington Post*, *NPR* and *CBS News*).

**Developed Humanitarian Program:** Co-developed and managed implementation of a "Patents for Humanity" pilot prize program, for patent holders developing and disseminating vital technologies to underserved global communities. Program recognized 10 firms, universities and non-profits, including UC Berkeley, Gilead, Microsoft, and Dupont.

**Campaign to Secure Passage of the AIA:** Developed and implemented communications strategy and outreach campaigns to promote passage of the America Invents Act. The legislation, which had failed to win passage in the last three Congresses because of conflicting priorities, was overwhelmingly passed and signed into law in 2011.

**Managed Stakeholder Relations:** Directed engagement with the business community, including the development of a new startup initiative designed to better serve the unique needs of the startup community. Oversaw the Agency's administration of the National Medal of Technology and Innovation, the nation's highest honor for technological innovation, which is bestowed annually by the President to the nation's most accomplished inventors.

DIGITAL/ECOMMERCE STRATEGY

**Redesigned Web Presence:** Directed complete redesign, rebranding and transformation of the Agency's antiquated website, improving all user interfaces to be a more dynamic, accessible, and effective communications tool.

**Created Social Media Presence:** Developed a Facebook and Twitter presence to support the Agency's activities and to promote the events, awards ceremonies, and initiatives of the Agency, enabling it to reach and engage a much broader audience.

**Oversaw Massive IT Overhaul:** Assisted in the oversight of an extensive overhaul of the Patent Office's outdated IT infrastructure, where the practice of manually scanning documents was widely criticized. The IT overhaul led to a 20% reduction in the time needed to process a patent application.

**PAPPAS TELECASTING COMPANIES – Washington, D.C.**

**2000 – 2008**

*Largest privately held commercial television stations group in the U.S., consisting of Fox, CBS, ABC, WB, and Azteca America affiliates.*

**EXECUTIVE VICE PRESIDENT-LEGAL AND GOVERNMENT AFFAIRS**

**PRESIDENT AND COO-PAPPAS TELECOM EUROPE**

Hired to establish and manage a Washington office for the Company. Served as chief strategist, lobbyist and spokesperson on all FCC matters and for the launch of a new Spanish language TV network in connection with Mexico's TV Aztec. Drove all overseas investments and led high-level negotiations with the Greek government and wireless industry partners in a bid to obtain satellite licenses. Managed outside counsel in the U.S. and abroad.

**Partner Negotiations:** Negotiated the retransmission consent agreements with cable and satellite providers, resulting in revenue increases from zero to up to 15 cents/viewer and per market. Developed and implemented business and communications strategy that resulted in these payments over strong opposition from cable and satellite providers.

**New market entry:** Successfully persuaded FCC to authorize a digital channel allotment for the firm's "orphaned" analog LA station, giving its new Spanish-language TV network, Azteca America, a viable flagship station in the #1 Spanish-language market. This regulatory success also increased the value of KAZA-TV by more than \$100 million.

**PAC Creation:** Established and managed the firm's political action committee and managed the awarding of contributions to support the Company's, and the industry's, objectives.

**Industry Leadership:** Selected to participate in the National Association of Broadcaster's Leadership Institute and successfully completed ten-week long course for broadcast executives in broadcast management and finance.

**EARLY CAREER:** Appointed to several U.S. government roles in Clinton Administration (Assistant White House Counsel, State Department Deputy Director of Communications, and FCC (Associate Chief, International Bureau) and practiced as a corporate lawyer (Simpson Thacher & Bartlett, New York).

**EDUCATION AND ADDITIONAL INFORMATION**

**J.D.** – GEORGETOWN UNIVERSITY LAW CENTER – Washington, D.C. (Dean's List)

**B.A. in Jurisprudence** – UNIVERSITY OF OXFORD – Oxford, England

**M.A. in Political Science** – BROWN UNIVERSITY – Providence, RI (University Scholarship)

**B.A. in Political Science and English *magna cum laude*** – TUFTS UNIVERSITY – Medford, MA

**Languages:** Greek, French, and Spanish

**Community Leadership:** Board of Governors, Human Rights Campaign; Board of Directors, American Hellenic Institute

**Professional Affiliations:** Member, American Bar Association IP Section, Federal Circuit Bar Association

**Bar Admissions:** New York and the District of Columbia.