

Quello Center
for Telecommunication
Management and Law

1999–2009

TEN YEARS

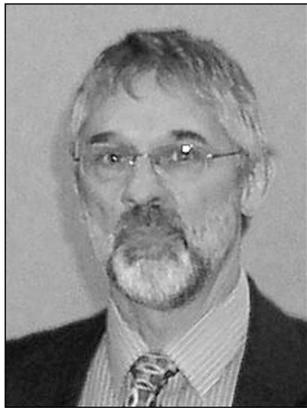
LETTER

An eventful and productive decade

Although much hard work preceded its official founding, the Quello Center began its existence as a legal entity on June 17, 1998 with the finalization of an endowment agreement committing Michigan State University and the Center's initial backers to raising an endowment sufficient to support a world-class center for research and outreach on matters relating to policy and management for the communication industries. These initial efforts bore fruit and the James H. and Mary B. Quello Center for Telecommunication Management and Law first opened its doors in the Communication Arts Building on the MSU campus in August of 1999 with the arrival of Steve Wildman and Barbara Cherry from Northwestern University to serve as director and associate director. The years since have been both eventful and productive.

As we write this letter, the Quello Center is midway through its tenth year of operation, and while its mission and ambitions remain true to that founding vision, much has changed and, without being too immodest, we believe we can point to much that has been accomplished. Leadership of the center has been augmented with the addition of Johannes Bauer, now a co-director, who initially replaced Barbara Cherry in her position as associate director when she left MSU for a position with the FCC, and Gary Reid, already a very busy MSU faculty member, who still finds time to contribute toward the Center's mission in his capacity as associate director. Initially a two-person operation, the Center now serves as a hub of activities for a significant number of faculty and graduate students working on projects based in the Center, with the support of two staff members.

TEN YEARS



In addition to income from its endowment, Quello Center research has been supported through grants and contracts from, among others, the National Science Foundation, the Ford Foundation, the International Telecommunication Union, and the Organisation for Economic Cooperation and Development. Findings from the Center's research have been presented to audiences of academics, professionals, and policy makers in forums around the world and the Center's staff have published their research in a steady stream of articles appearing in leading journals. MSU graduate students who have worked on Center-supported projects are now themselves faculty at other research universities and the Center has served as host to a steady and growing stream of visiting scholars and doctoral and post-doctoral students, many from Asia and Europe.

A tenth anniversary is a natural time for taking stock: to review the past and decisions made that brought us to where we are now, to refine and consolidate plans for the future, and to reaffirm our resolve that the Center and those who work here will make a difference in that part of the world we touch. This report is part of that process. In the pages that follow we review some of the highlights of the past 10 years, provide an overview of current activities, and describe our plans for increasing our contributions to the communications sector and its vital role in the larger society.


Johannes M. Bauer
Co-director


Steven S. Wildman
Co-director

ACTIVITIES

Workshops, Panels, and Lectures

As part of its mission to elevate the public policy discourse and contribute to addressing the challenges faced by management, the Quello Center has sponsored numerous conferences, workshops, and public lectures during the past decade. Workshops were either tied to externally funded research grants or designed to address urgent issues affecting the communication and media industries. Workshops and panel discussions addressed the following themes:

- Michigan Broadcast Education Summit (with MAB)
- U.S. Telecommunications Policy: Who Contributes and Who Is Heard? (Ford Foundation funded)
- Internet Telephony (VOIP): Business, Regulatory, and Policy Challenges
- Advanced Information Infrastructure: Building Block for the Knowledge Economy
- Internet Governance after WGIG (with Syracuse University)
- Whither the Middleman (with MSU College of Law)
- The Technology, Economics and Policy of Unlicensed Spectrum (NSF funded)
- Must History Repeat Itself: Interoperability and Open Access in the Network Economy (with Georgetown University)
- Minorities in the Media: Opportunities and Policies
- Modeling Dynamic Communication Systems
- Information and the Information Economy (with Fordham University and MSU College of Law)
- Regulation, Public Policy, and Investment in Communications Infrastructure (with Institute of Public Utilities)

Together with the Public Policy and Public Utility Research Centers at the University of Florida, the Quello Center co-sponsored a series of three workshops at the Federal Communications Commission (FCC) titled: "Formulating a Research Agenda for Communication Policy."



Pictured clockwise from upper left:
Larry Strickling, Broadwing Communications, LLC
Helani Galpaya, LIRNEasia
Sandra Braman, University of Wisconsin, Milwaukee
"Minorities in the Media" event



Dwight Ellis, Dwight Ellis and Associates, LLC

Attended by leading experts from government agencies and the academy, the workshops were designed to help develop a research agenda that would facilitate the flow of information and knowledge between the two realms.

Public lectures by internationally renowned experts are windows to the world for students and the professional community. They are an integral part of a thriving campus community and the Quello Center has made a difference by bringing many world-class experts to the campus of Michigan State University, including:

- Kathleen Q. Abernathy, *Federal Communications Commission*
- Peng Hwa Ahn, *Nanyang Technological University, Singapore*
- Yochai Benkler, *Harvard University*
- Michel Berne, *Institut National des Télécommunications, Evry, France*
- Sandra Braman, *University of Wisconsin, Milwaukee*
- Hui Chen, *Ministry of Information Industries, China*
- David D. Clark, *Massachusetts Institute of Technology*
- Helani Galpaya, *LIRNEasia, Sri Lanka*
- Richard A. Hawkins, *University of Calgary*
- Michael Latzer, *University of Zurich*
- Lawrence Lessig, *Stanford University*
- Yu-li Liu, *National Chengchi University, Taiwan*
- Payal Malik, *LIRNEasia, Sri Lanka*
- Robin E. Mansell, *London School of Economics*
- Volker Schneider, *University of Konstanz, Germany*
- Lara Srivastava, *International Telecommunication Union, Geneva*
- Minoru Sugaya, *Keio University, Japan*
- Venu Vasudevan, *Motorola*
- Bjorn Wellenius, *The World Bank*

MAY

Establishment of Quello Center announced in Washington, DC



Jim and Mary Quello

SYMPOSIA

Over the years, the Quello Center Communications Law and Policy Symposia in Washington, DC, while addressing the pressing issues of the day, attempted to also bring to policy-maker's attention emerging issues that were often neglected in the short-term focus of the capital. In chronological order, symposium themes were:

- Preventing Flawed Communication Policies by Addressing Constitutional Principles
- Regulatory Evolution or Revolution: What Changes are Needed to Address the Unpredictability of Communication Technology?
- Rethinking Access: Networks, Providers, Content, Users
- The State of Telecom: Realities, Regulation, Restructuring
- Harnessing the Swarm: Business Strategy, Rights Management & Policy for the New Media
- Toward a New Communications Policy Paradigm
- Communications Policy in an IP-Environment
- Rethinking Media Policy in the Age of New Media

Influential policy-makers, innovative industry players, and leading academic thinkers were regularly featured as speakers. Several sitting FCC Commissioners have appeared at Quello Center Symposia, including Commissioners Jonathan S. Adelstein, Michael J. Copps, and Robert M. McDowell, and former FCC Commissioners Kathleen Q. Abernathy, Harold Furchtgott-Roth, Kevin J. Martin, Michael Powell, Deborah Taylor Tate, and Gloria Tristani. Congressmen John Dingell (D-Michigan) and Fred Upton (R-Michigan), Senators Daniel Inouye (D-Hawaii) and Ted Stevens (R-Alaska), contributed legislative perspectives and Justice Antonin Scalia a view from the U.S. Supreme Court. Keynote speaker Nancy J. Victory (NTIA) updated one symposium with a view from the executive branch of government.

Positioned as a forum to bring together experts from public policy, industry, and the research community, the symposia also featured representatives



Jim Quello and Senators Ted Stevens and Daniel K. Inouye in foreground, FCC Commissioner Jonathan S. Adelstein in background



Gary Reid and Jim Quello at the 2006 Symposium

2000
HIGHLIGHTS

APRIL

First Quello Symposium held in Washington, D.C.

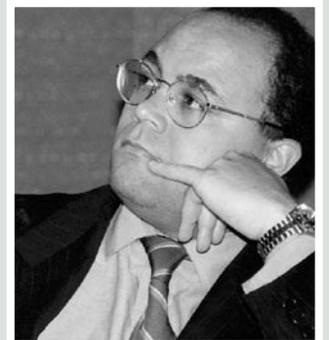
from leading companies and business associations, including Sandra Aistars (Time Warner), Mike Altschul (CTIA), Fritz E. Attaway (MPAA), Jeffrey A. Citron (Vonage), Paula Kerger (PBS), Steven Marks (RIAA), Preston Padden (Disney), Thomas C. Rubin (Microsoft), Lawrence Strickling (Broadwing Communications), Robert Calaff (T-Mobile), Thomas J. Tauke (Verizon), Joe Waz (Comcast), and Daniel Brenner (NCTA).

Public interest groups were represented by Alan Davidson (Center for Democracy and Technology), Mike Goodwin (Electronic Frontier Foundation), Andrew Schwartzman (Media Access Project), Gigi Sohn and Mike Godwin (Public Knowledge), and Gloria Tristani (Benton Foundation). Academic perspectives were contributed, among others, by Barbara A Cherry (Indiana University), Julie E. Cohen (Georgetown University), Nicholas Economides (New York University), Gerald R. Faulhaber (University of Pennsylvania), Ed Felten (Princeton), Michael L. Katz (UC Berkeley), Philip M. Napoli (Fordham University), W. Russell Neumann (University of Michigan), Eli M. Noam (Columbia University), Kevin Saunders (MSU Law School), Jorge Schement (Rutgers University), Philip J. Weiser (University of Colorado), Christopher S. Yoo (University of Pennsylvania), and Peter K. Yu (Drake University).

The 2009 Symposium, scheduled to take place on May 19, 2009 at the National Press Club, will be dedicated to “Rethinking Media Policy in the Age of New Media.” Multichannel services and the Internet are reshaping the media landscape. The effects on the print and broadcast media have been most dramatic. The newspaper industry is collapsing; the magazine industry is consolidating around fewer publications with reduced circulations; radio profits have declined substantially; and broadcast television ratings continue to slide. The variety of content available online vastly exceeds what is supplied by traditional media. These changes have been rapid and are not yet incorporated in our thinking about media policy. The 2009 Symposium explores the implications of new media for U.S. communications policy by focusing on traditional goals of media policy and asking how they might best be achieved in the new and emerging media environment.



Justice Antonin Scalia,
U.S. Supreme Court



Michael Powell, Commissioner,
Federal Communications
Commission

LECTURE

The Annual Quello Lecture

The Annual Quello Center Lecture features individuals prominent in the communication industries who have contributed to communications law and policy or whose ideas have shaped the way we conceive and use communication technology. The Lecture is a signature event on the campus of Michigan State University and continues to draw large numbers of professionals from government, industry, and members of the MSU community. Past Quello Lecturers were (affiliations as of the date of the lecture)

- John D. Evans, *John D. Evans Foundation*
- David D. Clark, *MIT*
- Harry M. Trebing, *Michigan State University*
- Patrick Mullen, *Tribune Corporation*
- James E. Katz, *Rutgers University*
- Commissioner Deborah Taylor Tate, *FCC*
- Robert W. Quinn, Jr., *AT&T*
- Eli M. Noam, *Columbia University*



Pictured clockwise from top:
 Patrick Mullen, Tribune Corporation, Karole White, Michigan Association of Broadcasters and Steve Wildman
 James E. Katz, Rutgers University
 Eli M. Noam, Columbia University
 Johannes Bauer, Robert W. Quinn, Jr., AT&T, and Steve Wildman
 Attendees at Taylor Tate lecture



RESEARCH

What Guides Our Research?

Quello Center research has always been guided by two objectives: to contribute to the development of better-informed and more effective law and policy for the communications sector and to offer insight and guidance to businesses who face the daunting challenges of developing products and formulating strategies in an increasingly complex and turbulent communications environment. While both emphases have been important, the call for new thinking and new knowledge on matters of policy has been most insistent and better supported by sources of external funding. On the other hand, the same insights into new technologies and new markets that are essential to policy design are also of vital importance to business. Now, perhaps more than any time in recent decades, there is an urgent need for creative thinking on how to align business plans with the realities of a dramatically changed communications marketplace. While work on policy issues will continue unabated, in the coming years the Quello Center will also be devoting increased time and resources to studying the needs of enterprises in the communications sector.

Grooming the Next Generation of Leaders

The fundamental technological, economic, and political changes affecting media and communications industries require adaptive leaders that thrive under conditions of rapid and accelerating change but are also attuned to the needs of diverse audiences and communities. The Quello Center will continue to educate students capable of meeting these challenges. By involving them in the work of the center as volunteers and research assistants, we will provide a laboratory for undergraduate and graduate students to prepare for the challenges ahead. We plan to expand our activities to offer lifelong learning opportunities for managers and executives enabling them to stay abreast of the information technology revolution.

In his long and distinguished career, Jim Quello has and continues to exemplify the qualities needed in future generations of leaders: a profound understanding of the industry, a willingness to listen and learn from diverse

2001
HIGHLIGHTS

NOVEMBER



John D. Evans delivers the inaugural Quello Lecture at MSU

MSU hosted the Michigan Broadcast Education Summit — a select gathering of broadcasters and educators from around the state of Michigan

2002 HIGHLIGHTS

SEPTEMBER

First workshop in the “Formulating a Research Agenda for Communication Policy” series held at FCC in Washington, DC

NOVEMBER



David D. Clark, MIT, delivers the second annual Quello Lecture

RESEARCH

stakeholders, the stamina to seek consensus and pragmatic solutions, a clear inner compass, and a good sense of humor. Grooming the next generation of leaders will continue to preserve this personal legacy.

You can help us sustain our existing initiatives and launch new ones by contributing to one of the following Center Programs:

- Quello Center Endowment Fund
- Quello Center Scholarships
- Quello Center Fellowships

To support the Center please fill out the inserted form or visit our web site at www.quello.msu.edu/index/support_quello.

Research Projects

Innovative research is one of the cornerstones of the Quello Center’s mission. Smaller projects are funded from internal resources but for larger, multi-year research endeavors, external grants are sought. During the past 10 years, several large research projects were conducted at the Center.

Spectrum policy

In 2002, the National Science Foundation (NSF) underwrote a three-year research project examining different options for the governance of unlicensed spectrum. Under the heading Achieving Innovative and Reliable Services in Unlicensed Spectrum, the project started shortly after the FCC’s report on new approaches to spectrum management. It developed a framework and method for assessing the welfare effects of alternative spectrum governance mechanisms. A simulation approach was used to compare different forms of spectrum management, including open access, spectrum commons, and private property models. Among the surprising findings: while an open commons will never perform as well as an ownership regime managed by perfectly-informed policy makers, in many cases the performance difference is small enough that mistakes made by

imperfectly-informed policy makers can easily result in performance by an ownership regime that is considerably worse than what might be expected from an open commons.

US telecom policy

A 2003 grant from the Ford Foundation enabled work mapping the participants in US telecommunications policy debates. Titled “U.S. Telecommunication Policy-Making: Who Participates and Who is Heard?,” the study provided an in-depth analysis of the role of social scientific, legal, and engineering research in US telecom policy. Most contributions to the field since the 1970s were by communications scholars, followed by legal scholars and economists. The not-so-good news, however: although the number of outlets for telecom policy research has increased six-fold since the 1970s, much pertinent research never seems to make it into the policy discourse. On the other hand, many issues that were pressing for policy-makers were not addressed by researchers.

Cybersecurity

In 2006, the Quello Center was approached by Delft University of Technology to collaborate in a study for the Organisation of Economic Co-operation and Development (OECD) in Paris on the Economic Effects of Malicious Software (“malware”). The report became a cornerstone for the OECD Ministerial Conference on the Future of the Internet Economy in Seoul, Korea, June 2008. Already published as an OECD ICCP Paper, key findings will be published, together with other contributions, as a book in 2009. The work on cybersecurity spawned several additional research projects. A report for the International Telecommunication Union (ITU) in Geneva documented the financial effects of malware and spam. The findings were presented at several workshops and conferences in Europe, Asia, and Australia. Most recently, the team developed a method to assess the costs of security incidents for the Dutch regulatory agency OPTA. Such estimates of the total costs to society of a security breach are of utmost importance for effective law enforcement.

2003 HIGHLIGHTS

FEBRUARY



Congressman Fred Upton (R-MI) addresses the Quello Symposium

OCTOBER



Ford Foundation sponsored workshop “U.S. Telecommunications Policy-Making: Who Participates and Who is Heard” at MSU

2004 HIGHLIGHTS

RESEARCH

FEBRUARY



FCC Commissioner Abernathy (pictured with Jim Quello) is keynote speaker at the Internet Telephony (VoIP) workshop at MSU



FCC Commissioner Cops is keynote speaker at the Quello Symposium

Senators Dan Inouye (D-HI) and Ted Stevens (D-AK) address the Quello Symposium

Media policy

The vital role played by media in a democratic society has been recognized from the founding days of the United States and is enshrined in the press clause of the First Amendment. Yet, as was dramatically illustrated by the FCC's failures over the last seven years to craft with new media ownership rules that could stand up to court challenge, the path from principle to policy has never been obvious nor straightforward. A major impediment to crafting new ownership policies, as with media policy generally, has always been a lack of solid and comprehensive empirical evidence documenting relationships between media performance and factors, such as ownership, that might be influenced by policy. While many talented and committed researchers have made notable contributions, due to financial resource limitations empirical studies have been relatively limited in scope, typically focusing on a single medium. For media ownership policy this is about to change. In Fall 2008 a team of five Michigan State University faculty, including Quello Center co-director Steve Wildman as principal investigator, began work on a two-year study of the relationship between various structural aspects of local media markets and the performance of all local media in covering local affairs and news about local government. Supported by a National Science Foundation grant of nearly \$500,000, the project is by far the most comprehensive study of its kind ever conducted and should provide a firmer empirical foundation for fashioning media policy in the future.

Challenges of complexity

The emergence of new media creates many challenges for established service providers. Convergence has increased the interdependencies among the segments of the communications industries. Challenges from disruptive Internet-based services such as Skype, Internet-based video, and shifts in advertising revenues from traditional to new media are compounded by the simultaneous need to invest heavily in network upgrades. Traditional industrial organization models are poorly suited to dealing with the resulting

non-linear, often abrupt changes. To address these fundamental changes, a research team at the Center has worked with an international group of experts on the modeling of such highly dynamic processes using concepts from the theory of complex adaptive systems, network economics, and new methods of computational modeling. Workshops at Michigan State University, Georgetown University, and an international conference in Meersburg, Germany have established a network of researchers. A book is under contract at Springer Publishers (Berlin) and another one is in preparation.

Growing a global network

Many of the problems faced by communication policy makers and media managers transcend national borders. Effective research requires collaboration not only across different disciplines but also across national and cultural lines. During the past ten years, the Quello Center has built a global network of contacts, exchanges, and collaborations. Projects were undertaken with researchers in Denmark, Germany, the Netherlands, Singapore, South Korea, Sweden, and Switzerland. In 2008, the Quello Center was a founding member of Americas Information and Communications Research Network (ACORN), an international network of nearly 30 research centers conducting work on information and communication technology in the Americas. The Center has hosted researchers and students from China, Denmark, Germany, Hungary, Slovakia, and South Korea. Public lectures and seminars were given by experts from Canada, China, France, Germany, Hungary, India, Japan, Singapore, South Korea, Sri Lanka, Switzerland, and the UK. Many of the research projects conducted by the Center have a cross-national and comparative focus.

2005 HIGHLIGHTS

APRIL

Michigan in the Knowledge Economy conference held at MSU

MAY

NSF-sponsored workshop on spectrum policy at MSU

OCTOBER

First joint conference with Georgetown University on "Interconnection in the Network Media"

NOVEMBER

"Minorities in the Media" conference at MSU

PEOPLE

Quello Center People

- **Jim Quello** was inducted to the Giants of Broadcasting Hall of Fame, joining the likes of David Sarnoff, Edward R. Murrow, and Walter Cronkite.
- **Brian Fontes**, Chairman of the Quello Center Advisory Board, joined the National Emergency Numbering Association (NENA) as CEO.
- **Barbara A. Cherry**, former associate director of the Center, and now a professor at Indiana University, joined the ranks of Quello Center associate faculty members.
- **Carol Ting**, former Quello Center research assistant, left her position as assistant professor at Ohio University to accept a faculty position at the University of Macau.
- **Imsook Ha**, Quello Center visiting scholar from 2007-2008, accepted a faculty position at Woosong University, Daejeon, Korea.
- **Sungjoong Kim**, former research assistant at the Quello Center, successfully defended his dissertation "Inequality, Market Potential, and Diffusion of Mobile Telephony."
- **Juan Du**, Beijing, China, joined the Quello Center for one year as a visiting scholar.
- **Seungyun Yook**, a doctoral student in Telecommunications, Information Studies, and Media, joined the Quello Center as a research assistant.



Jim Quello



Imsook Ha



Brian Fontes



Sungjoong Kim



Barbara A. Cherry



Juan Du



Carol Ting



Seungyun Yook

THANK YOU

Special Thanks

As recounted in the preceding pages, external funding in the form of grants and contracts from foundations, international organizations, and government agencies has been critical to the Quello Center's ability to make cutting edge contributions to our knowledge of the communications sector and the design of policies and business strategies appropriate to communications industries. None of this would have been possible, however, without the foundational contributions of two groups of individuals who shared a vision of what the Center might become.

To the original visionaries behind the Center's founding

While the Quello Center has benefited from advice and time contributed by many talented individuals over the past 10 years, it owes its beginning to the hard work and dedication of a small group of talented individuals, who committed themselves to establishing an institution that could make valuable and ongoing contributions to the communications sector and serve as an enduring monument to the legacy of Jim Quello. Among those we want to recognize for their contributions to the Center's founding are: then Dean of the College of Communication Arts and Sciences, James D. Spaniolo, MSU faculty members Gary Reid, Thomas Baldwin, and Brad Greenberg, and outside advisors Brian Fontes, Rudy Baca, Richard Wiley, and John Evans.

To our donors

Research centers exist to generate ideas, but they run on money. The Quello Center is the fortunate beneficiary of the generosity of a large number of individuals who recognized the importance of its mission and were willing to contribute financially to ensure that that mission might be served. Because of the generosity of its donors, the Center has been able to support pilot research prior to seeking external support and to maintain a program of outreach and educational activities that otherwise would not have been possible. The Center's administrative support is funded through endowment earnings. Donors to the Quello Center are listed on the following pages.

2006 HIGHLIGHTS

OCTOBER



FCC Commissioner
Deborah Taylor Tate delivers
the Quello Lecture

NOVEMBER

The Quello Center co-sponsors Media Economics Workshop at George Washington University

2007 HIGHLIGHTS

JANUARY

Work begins on the
Economics of Malware
project

MARCH

Quello Center hosts
workshop on telecom as
complex adaptive system



Richard A. Hawkins,
University of Calgary
presents at a Quello
Center lecture

THANK YOU To Our Donors

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 Murphy, Thomas S.
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 National Cable Television Association
 NBC
 Ness, Susan
 Nevada Broadcasters Association
 New Jersey Broadcasters Association
 Newspaper Association of America
 O'Hearn, Patricia J.
 Obuchowski, Janice
 Osborn, James R. & Nancy A.
 Pappas Telecasting Companies
 Patrick Foundation, Inc.
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 Quaal, Ward L.
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 Yetter, Charlene A. & James W.
 Zaragoza, Richard R.

2008 HIGHLIGHTS

APRIL



**FCC Commissioner
McDowell addresses
Quello Symposium**

MAY

**“Information and the
Information Economy”
conference with Fordham
University and MSU Law
College in New York City**

AUGUST

**NSF-funded study on
media ownership and
localism starts**

SEPTEMBER

**Jim Quello inducted into
the Giants of Broadcasting
Hall of Fame**

2009 HIGHLIGHTS

MARCH

NAB honors Jim Quello recognizing his 95th birthday

APRIL

Quello Center organizes “Michigan in the Information Economy” conference at Michigan State University

MAY

Quello Center 10th Anniversary Symposium, “Rethinking Media Policy in the Age of New Media”

QUELLO CENTER

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Mission

The Quello Center maintains a national and international program of trans-disciplinary research addressing critical issues in information and communication policy and management. It serves as a catalyst for the development, implementation, and evaluation of public policies and advances knowledge of management principles, helping to better align private sector interests with the economic and political conditions of the communication industries. Guided by these objectives, the Center organizes venues for the dissemination of new ideas and debates on current issues in information and communication policy and management, and provides a forum for candid discussions among stakeholders, government officials and other policy experts and scholars.

TEN YEARS

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