

# MATTHEW JONATHAN RUBINS

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## SUMMARY

- Experienced operating executive and venture capital General Partner.
- Deep domain knowledge of the education and technology sectors, 13 years of direct investing experience, five years of investment banking experience, and six years of education operating experience.
- Helped build and scale an innovator in the competency-driven, skills-based education space.
- Helped to lead the turnaround and sale of a private-equity backed publishing services company.
- Directly sourced, executed, and managed multiple venture and private equity investments.
- Served on 14 boards as lead investor.
- Harvard MBA and Cornell Applied and Engineering Physics degree.

## EXPERIENCE

2014-Present

**RRF VENTURES, LLC**

**Boston, MA**

**Sole Managing Member**

Provides angel capital, strategic advice, and educational training services. Roles include:

- Adjunct Professor/Part-time Lecturer, Northeastern University, College of Professional Studies (Entrepreneurship) and D'Amore McKim School of Business (Entrepreneurial Finance)
- Finance training to lawyers at Goodwin, Orrick, Nutter, Brown Rudnick, and GW Law School
- Active angel investor both directly and through platforms including Launchpad Venture Group and Red Bear Angels
- Venture Partner, LearnLaunch, Boston's Ed Tech Incubator

2015-2016

**SIX RED MARBLES, LLC**

**Charlestown, MA**

**SVP- Corporate Development**

Helped to lead the turnaround and successful sale this private equity-backed company, which is the largest U.S.-based developer of custom curriculum and educational content.

- Sourced and executed seven revenue-generating strategic partnerships and mutual resale agreements including Instructure/Canvas, Educators Serving Educators/Excelsior, and Unicon
- Developed new strategy to enter higher education course development market and recruited seasoned executive to execute strategy
- Led rationalization and sale of several unprofitable business lines
- Initiated and led successful sale process of the company

2011-2015

**FULLBRIDGE, INC.**

**Cambridge, MA**

2013-2015

**Managing Director, Head of Curriculum, Content, and Product/Program**

2011-2012

**Director of Program Development and Finance Expert**

Part of Senior Management Team of this rapidly-growing startup. Fullbridge is a pioneer in competency-driven, skills-based education that delivers intensive business bootcamps to bridge the skills gap between college and the workplace by leveraging a hybrid online/in-person approach, world-class content, personalized coaching, and team-based experiential learning.

- Developed strategy, systems, and processes for rapid scaling of program development and deployment of over 40 programs serving over 1,400 participants
- Directed and implemented creation of modular program development, rapid prototyping and program creation processes, reducing product development costs by over 50%
- Recruited and lead six-person program development team to execute strategy
- Created industry-leading finance and valuation content, learning pedagogy, and assessments
- Led development of new products including *Fullbridge Entrepreneur* and *Fullbridge Senior Attorney*
- Served as lead Finance Expert and coach / instructor for 17 undergraduate, law student, 1st year lawyer, senior attorney, and veterans programs
- Led deal structuring and negotiations of two financing rounds supporting co-CEOs

- 1997-2010  
2000-2010  
1998-2000  
1997-1998
- M/C VENTURE PARTNERS** **Boston, MA**  
**General Partner**  
**Principal**  
**Senior Associate**
- One of seven general partners in this leading communication, media and technology-enabled services focused venture capital and private equity firm. The principals of M/C have invested over \$1.8 billion in nearly 100 companies generating top quartile returns.
- Sourced and led eight investments totaling \$60 million of invested capital and was also integral in an additional 11 investments totaling \$210 million of invested capital
    - All led deals represented new areas of focus for the firm
  - Served on 14 boards of directors for portfolio companies
  - Built strategy and led firm's entry into communications-related technology investing
  - Developed investment theses and initiated new investments in broadband wireless, data services, telecom software, infrastructure software, managed IT services, internet infrastructure, web hosting, voice over IP, IPTV and software-as-a-service/cloud computing
  - Significant investments include:
    - SpeechCycle (SaaS speech-based customer support, sold to SyncroOSS),
    - HyPerformix (virtualization management software, sold to CA Technologies)
    - Adero (content distribution network, sold to Inkomi)
    - DefendNet/Guardent (managed security, sold to Verisign)
    - HarvardNet (data CLEC, sold to Allegiance Telecom)
    - WNP Communications (broadband wireless services, sold to Nextlink)
  - Actively involved in fundraising for M/C Venture Partners IV (\$230 million), M/C Venture Partners V (\$550 million) and M/C Venture Partners VI (\$550 million) including thesis development, marketing materials and presentations to prospective limited partners
- 1996-1997
- DEUTSCHE MORGAN GRENFELL TECHNOLOGY GROUP** **Boston, MA**  
**Assistant Vice President, Corporate Finance**
- Actively involved in business development, sourcing and execution activities for this start-up technology investment banking firm within Deutsche Bank.
- Co-led communications equipment practice covering the eastern US
  - Developed relationships with key venture firms and private companies on the east coast
  - Provided strategic advisory services to large equipment companies such as Nortel and Lucent to generate transaction deal flow
- 1995-1996
- DONALDSON, LUFKIN AND JENRETTE SECURITIES CORP.** **New York, NY**  
**Associate, Communications and Leveraged Finance Banking Groups**
- Executed a range of transactions including leveraged acquisitions, high yield and equity offerings. Specifically focused on emerging communications and media industries.
- Areas of focus included cellular telephony, competitive local services, cable, and broadcasting
  - Completed approximately \$1.8 billion in financing transactions for companies including Western Wireless, Sprint Spectrum, Global Telesystems, Microcell Telecommunications, and American Portable Telecom/TDS
- 1990-1992
- Financial Analyst, Investment Banking Division**
- Participated in a variety of transactions including restructurings, leveraged acquisitions, high yield and equity offerings, valuations and corporate divestitures. Supervised, trained and recruited junior analysts.
- 1992-1993
- ANTHEM PARTNERS** **New York, NY**  
**Associate**
- Involved in all aspects of this start-up investment banking and strategic advisory boutique founded by principals from Credit Suisse, Salomon Brothers and Merrill Lynch including new business development, marketing and strategy.

**EDUCATION**

- 1993-1995 **HARVARD GRADUATE SCHOOL OF BUSINESS ADMINISTRATION** **Boston, MA**  
Masters of Business Administration Degree.
- First Year Honors
  - Summer internship at Boston Consulting Group – Boston office
  - Co-founder and President of HBS Alpha Investment Fund
- 1986-1990 **CORNELL UNIVERSITY** **Ithaca, NY**  
Bachelor of Science-Engineering from the School of Applied and Engineering Physics.  
Additional concentrations in Material Science and Business Management
- Graduated with Distinction
  - Business Manager, Cornell Daily Sun, 1988-1990
  - President, Treasurer, and Founding Father of Zeta Beta Tau Fraternity
  - Awards included Tau Beta Pi, Order of Omega, Quill and Dagger Senior Honor Society

**COMMUNITY AND VOLUNTEER ACTIVITIES**

**ZETA BETA TAU FOUNDATION**

- Member – Board of Directors, 2017-present

**ZETA BETA TAU NATIONAL FRATERNITY**

- National President, 2014-2016
- National Treasurer, 2010-2014
- Member – Supreme Council, 2002-2016

**ZETA BETA TAU FRATERNITY, KAPPA CHAPTER, CORNELL UNIVERSITY**

- Served as President of Housing Corporation and Chapter Advisor
- Currently serving as Chairman, Kappa Edgecliff Fund, leading capital campaign

**CORNELL UNIVERSITY**

- Cornell Fraternity and Sorority Advisory Council, 2016-present
- Cornell University Council, member, 2010 to 2014 and 2017-present
- Co-chair, 2010 and 2015 Class of 1990 Reunion Campaigns
  - Helped to raise over \$11 million for Cornell’s Annual Fund
- Class Officer, Class of 1990

**CAYUGA’S WATCHERS**

- Board of Advisors

**HARBOR TOWERS II CONDOMINIUM TRUST**

- Elected to Board of Trustees, 2017

**BUCKINGHAM, BROWNE AND NICHOLS SCHOOL**

- Annual Fund and Capital Fund Parent Volunteer, 2010-present

**REBUILDING TOGETHER BOSTON**

Neighborhood Coordinator from 2005-2011

**PERSONAL**

Married with two children and two springer spaniels  
Interests include wine, cooking, guitar, triathlons, scuba diving (advanced open water)