

# Andrew Gruen

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**Education**     **King's College, University of Cambridge**  
2014     Ph.D., Sociology  
Fields: Media Economics, Media Business Models  
2009     M.Phil., *with distinction*, Sociology  
Fields: Citizen Journalism, Development in East Asia  
**Medill School of Journalism, Northwestern University**  
2007     B.S.J., Journalism, Political Science

## Industry

### Positions

#### **Working Paper**

2017 - Current     Founder and Principal Consultant  
Working Paper is a boutique management consultancy that develops research-based strategies and technology products for media organizations, e-commerce companies, research universities, and advertisers. Serve clients through strategy and implementation work. Representative examples include:

- **Digitalis Ventures:** *Head of Communications; Product Manager*  
Manage global communications strategy, hire and manage team of contractors to deliver on communications projects. Created new non-profit organization (Digitalis Commons) to host open-source software projects that benefit the healthcare community at large. These include the development of an algorithmically-driven engineering/healthcare news aggregator and an API for all the data generated across the Robert Wood Johnson Foundation.
- **Maui Jim:** *Reserve Online, Pick Up In Store Program Manager*  
Designed system and metrics to enable a consumer to reserve a pair of Maui Jim sunglasses online and visit a local retailer to pick them up. Set roadmap, sprints, and wrote specifications for both the development team and end users. Developed data-based deployment plan, and created reporting system to give multiple stakeholders a dashboard highlighting their own needs. Design challenges included working with multiple POS systems and retail operators.
- **Genialis:** *User Story Development and Communications*  
Created a framework for researching and writing user stories for a new bioinformatics service. Developed initial stories and ran internal seminar to teach entire sales and marketing team. Introduced account-based marketing approach.

Industry  
Positions  
Cont.

**Seven Bridges Genomics Inc.**

2017 Chief Communications Officer

2015-2016 Director of Marketing

Member of six-person executive leadership team at Seven Bridges, named in 2016 as one of MIT Technology Review's "50 Smartest Companies." Set up and run multiple functions across firm as it grew from 70 to 400+ employees, including all marketing, European commercial operations, corporate communications, and recruiting/people operations. Responsible for more than tripling of lead generation. Also responsible for complex business development (long-term, high-value client generation and major government proposals) and leading \$3M/year, 10-person marketing, PR, and technical team. Initiated, led participation and executive sponsor for White House Cancer Moonshot program, acting as co-chair of the Blood Profiling Atlas in Cancer with a focus on computation and communications. Partnered with national publications, which resulted in coverage including Bloomberg, Boston Globe, The Economist, STAT News, Wall Street Journal, and Xconomy.

**The Texas Tribune**

2011 Embedded Researcher

Embedded with senior executives, editors, and reporters. Conducted interviews at all levels, analyzed financial and operating documents about current strategy across news, education, publishing, events, and sales.

**OhmyNews**

2012 Embedded Researcher

2009-2010 Special Projects Producer, Luce Scholar

As a researcher, was embedded with senior executives, editors, and professional and citizen reporters. Conducted interviews at all levels, analyzed financial and operating documents about current strategy across news, education, publishing, events, and sales. As a producer, advised Oh Yeon-ho—founder and CEO—on content and applications for mobile devices during the introduction of the iPhone to the South Korean market. Ran and reported special reporting projects in France (examining the highest birthrates in the E.U.) and Switzerland (showcasing a direct democracy in the canton of Glarus). Planned, designed, built, and launched a new English-language product for international audience.

**Hearst Television, WESH-TV**

2007-2008 Digital Executive Producer

The first-ever Digital Executive Producer at Hearst, a role designed to rapidly add digital skills to primarily television newsrooms. Oversaw all digital content at the station. Launched high school sports social network and reporting platform, implemented first mobile tools for television news gathering, and developed software to support simultaneous production for broadcast/web. Headed cross-station working group to share technical best practices. *Personal highlight: covered the launch of three space shuttles.*

Industry  
Positions  
Cont.

**The British Broadcasting Corporation**

2007 Technology Reporter

2005-2006 Researcher with BBC Archives

Wrote daily news, features, and data apps for BBC News Online. Created the first Google Maps “mashup” for News Online, geo-coding stories and making them available by map. Scheduled and commissioned global correspondents; assisted production of BBC World Service’s Digital Planet program. Through Glasgow Caledonian University’s Spoken Word project, developed searchable digital asset management system to distribute archival audio to academic researchers around the world.

**CNET**

2006 Assistant Editor for Notebooks

Wrote notebook and notebook accessory reviews, comparisons, feature stories, newsletters, and blogs.

Research  
Positions

**Shorenstein Center on Media, Politics and Public Policy**

**Harvard University**

2018 Research Fellow

Lead researcher on two projects involving the development of paid media campaigns to grow monetizable audiences for non-profit, single-subject news organizations. Focused on using Facebook advertising products to increase revenue for publishers, including: The Center for Public Integrity, Chalkbeat, The Hechinger Report, The Marshall Project, ProPublica, Reveal, The Trace, and The War Horse.

**The Berkman Klein Center for Internet & Society**

**Harvard University**

2017—  
Current Affiliate

Member of the multi-disciplinary academic and industrial center. Co-founder, public-private data sharing working group. Focused on developing policy at the intersection of technology and law, particularly as it relates to media. Project areas include the ethical technologies, the use of the Freedom of Information Act to obtain information from private companies and the governance of artificial intelligence.

**USC Annenberg Norman Lear Center Media Impact Project**

2014 Consultant

Assessed impact of reporting on global development of media partners, including The Guardian (London, UK) in conjunction with then Executive Editor for Digital Aron Pilhofer. Prepared analysis for the Bill and Melinda Gates Foundation. Utilized content analysis, propensity score matching, and machine learning, combined with selective survey deployment based on individual Web browsing histories. Managed team of research faculty and graduate students.

Research  
Positions  
Cont.

**Media Management Center, Northwestern University**  
2010-2015 Director of Research  
Led center's research agenda. Developed metrics to measure financial viability of news organizations and what audiences learn from content. Applied previous methodologies on readership and experiences studies to born-digital news organizations. Managed budget, fundraising, and coordination with the university provost.

Awards and  
Fellowships

**Gates Cambridge Trust**  
2008 and 2010 Gates Cambridge Scholarship, 2008 and 2010  
**Henry Luce Foundation**  
2008 Luce Scholar placed in Seoul, South Korea  
**Society of Professional Journalists**  
2008 Green Eyeshade Award for Law and the Courts Reporting  
**Northwestern University**  
2007 R. Barry Farrell Prize  
2007 Science in Human Culture Essay Prize  
**National Science Foundation/Oyez Project**  
2004 Undergraduate research support

Significant  
Service

**Henry Luce Foundation**  
Interviewing fellowship candidates (2014-2018), development of scholar programming including a half-day session at new scholar orientation (2011-18), new communications strategy development and implementation (2016-17), development of alumni database and online application with Salesforce integration (2018), and creation of a new online community for current scholars and alumni via Salesforce Communities (2019).

**Gates Cambridge**  
Multiple elected positions as a scholar, culminating in the role of President of the Scholars' Council (2012-13). While president, doubled budget to create a new professional development curriculum, which continues as a core part of the scholarship. Continued involvement with the alumni association as Secretary (2015-17) and direct consultation with Trustees.

Languages  
and Skills

English (native), Korean (basic), Italian (limited)  
Basic Python and other scripting languages; Git (and other version control systems); Jekyll (and limited HTML/CSS); PostgreSQL; Excel; Nvivo; Asterisk (PBX); Ubuntu Linux; Raspbian Linux; macOS; L<sup>A</sup>T<sub>E</sub>X; Homebridge; ESP8266-based, NodeMCU Microcontrollers; Bass II in choral singing.

Publications  
& Invited  
Lectures

- 2018 “Facebook Friends? The Impact of Facebook’s News Feed Algorithm Changes on Nonprofit Publishers.” **Harvard Kennedy School Harvard Kennedy School Shorenstein Center on Media, Politics and Public Policy**. <https://shorensteincenter.org/facebook-friends/>.
- 2018 “Yes, Facebook referral traffic crashed and burned—but not for these nonprofit publishers.” **Nieman Lab**. <http://www.niemanlab.org/2018/10/yes-facebook-referral-traffic-crashed-and-burned-but-not-for-these-nonprofit-publishers/>.
- 2018 “Keeping It Real—Technology’s Impact on Trustworthy News.” **All Tech Is Human, Ethical Tech Summit**. <https://www.alltechishuman.com/ethicaltechsummitvideos>.
- 2017 “Collaborating to Compete: Blood Profiling Atlas in Cancer.” **Clinical Pharmacology & Therapeutics**. <https://www.ncbi.nlm.nih.gov/pubmed/28187516>.
- 2016 “Architecting for Compliance and Trust with Software for Millions of Genomes.” **Advances in Genome Biology and Technology**. Conference Presentation.
- 2015 “Revenue promiscuity and non-monetary resources in the heart of born-digital news businesses.” **Slovenian Advertising Festival**.
- 2014 “How to Manage a Newsroom in the Digital Age.” **Sciences Po—Les nouvelles pratiques du journalisme**.
- 2013 “Precariously Possible: Accountability Journalism in the Digital Age.” **Korea Advanced Institute of Science and Technology Lecture**.
- 2013 “How Citizen Journalism Can Work.” **International Media Management Association Lisbon Meeting**.
- 2012 “Viability in Born-Digital News Enterprises.” **Sciences Po—Les nouvelles pratiques du journalisme**.
- 2012 “Re-Imagining Media Management Research in the Digital Age.” **International Media Management Association Columbia University Meeting**.
- 2012 “We’re Drowning, Right? Accountability Journalism.” **Gates Cambridge**.
- 2011 “The Future of Daily Newspapers.” **Western Economics Association International 86th Annual Conference**.
- 2009 “Complexity and Scale in Audio Archives.” **EDUCAUSE Review**.