

PROFESSIONAL SUMMARY

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- Spent the last fifteen years driving **strategy at the intersection of journalism, government, technology, research, and policy**, at the highest global level in both private and public sector contexts.
- Builder of complex **multi-stakeholder partnerships** that find clear solutions to some of the most pressing social issues exacerbated by new digital technologies.
- **Design, hire, cultivate, and mentor teams of interdisciplinary technical experts** to chart paths through problems that would seem intractable to traditional tech, policy, or legal organizations.
- Work across multiple technology policy domains, with an aim to bring expertise from one to another. These include **journalism, life sciences, healthcare diagnostics, technology, research, and privacy**, with a focus on enabling evidence-based decision making.

EXPERIENCE

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**Institute for Data, Democracy and Politics at George Washington University**      New York, NY  
*Fellow*      *2023 – current*

Responsible for development of both policy positions and technical systems to implement them. Focused on building democratic institutions to govern technology in modern society. Highly cross-functional, working directly with regulators, senior executives in the technology industry, and civil society leadership.

- **Primary Responsibility:** Implementation of the Digital Services Act data access mandates under Article 40.4 and 40.12, by way of running the only pilot test of the law on behalf of the European Digital Media Observatory, French (ARCOM and CNIL), Dutch (ACM and AP) and Irish (DPC and Coimisiún na Meán) regulators.

**Meta Platforms, Inc. (formerly Facebook, Inc.)**      Menlo Park, CA and New York, NY  
*Head of Planning for Research and Policy, CEO/COO Strategic Initiatives*      *2019 – 2023*

Led strategic planning and policy product development at the intersection of the Global Policy and Research organizations, out of the office of the President for Global Affairs. Advised leadership on both internal and public policies and product strategy through collaboration with external stakeholders. Focused on trust, transparency, and social science policy. Key deliverables:

- **Cross-Company Strategy:** Created and led cross-company initiative to unify priorities and set strategy across the Global Affairs, Policy and Research organizations. Designed and developed process to collect all policy-relevant research, prioritize it, and ensure senior leadership's direction was implemented by relevant teams.
- **Research Partnerships Organization:** In response to business need, envisioned, hired, and trained a net-new, 25-person partnerships organization to engage with academia and drive key policy outcomes, based in scientific discovery. These hires were all public-facing, and ranged in seniority from Director (D1+) to junior IC (IC3).
- **U.S. 2020 Election:** Designed, launched and managed governance of the \$25 million + 2020 Election Research Project, which examined the causal impact of Facebook and Instagram on the U.S. 2020 election; likely the largest (by number of participants) ever conducted on a U.S. election. Directly responsible for all launch operations, communications, partner management, and governance framework. The first four of some 17 papers were published in a special issue of Science and in Nature. They marked a first: the generation of an independent, factual basis for decision-making about social media and democracy.
- **European Digital Media Observatory Working Group on Data Sharing:** Founded and helped lead multi-stakeholder effort to develop a code of conduct under Article 40 of Europe's General Data Protection Regulation (GDPR). This group brought together civil society (Access Now, Future of Privacy Forum, GESIS etc.), academia (University of Amsterdam, Sheffield, George Washington, etc.) and industry (Meta, Google, Twitter) to define an ethical, lawful process for research data sharing under the GDPR and, subsequently, the Digital Services Act (DSA).
- **Major Dataset Releases:** Collaborated with regulators, academics, and internal product teams to identify datasets that would allow for meaningful transparency, and then determined how to balance data utility with the protection of people's privacy. Some of the most important dataset releases included launching the Privacy Preserved URLs and social issue, electoral, and political ad targeting criteria datasets.
- **Research Product Management:** Developed academic-facing products including legal agreements, data access tooling, virtual clean rooms, specific data sets, and research Application Programming Interfaces (APIs).

## Working Paper

Cambridge, MA and Chicago, IL

*Founder and Principal Consultant*

2017 – 2019

A boutique management consultancy that develops research-based strategies and technology products for media organizations, e-commerce companies, research universities, and advertisers. Served clients through strategy and implementation work. Representative examples include:

- **Digitalis Ventures: *Head of Communications; Product Manager*** Managed global communications strategy and team. Launched new non-profit organization (Digitalis Commons) that enhanced Digitalis' visibility in the healthcare community at large. Brokered its highest visibility project: API for all the data generated across the Robert Wood Johnson Foundation.
- **Maui Jim: *Reserve Online, Pick Up In Store Product 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.

## Seven Bridges Genomics, Inc.

Cambridge, MA

*Chief Communications Officer, Director of Marketing*

2015 – 2017

- **Leadership Team:** Member of six-person executive team that scaled the company from \$500,000 to \$10 million in annual revenue and 400+ employees. Scoped, designed, and hired for multiple net-new functions including: Marketing, European commercial operations, Corporate communications, Recruiting, People operations/HR.
- **Business Development:** Responsible for all aspects of business development and marketing functions, resulting in a tripling of qualified leads and multiple \$2-5m annual government contracts in the U.S. and UK.
- **White House Cancer Moonshot:** Personally sponsored the company's involvement with the Obama administration's Cancer Moonshot program. I engaged on the White House's actual need—the acceleration of liquid biopsy's regulatory approval—through the use of our genomic analysis software. Acted as co-chair of the Blood Profiling Atlas in Cancer with a focus on computation and communications. This government-industry collaboration (including my recruitment of members from the National Cancer Institute, Department of Defense, University of Chicago, Pfizer, Merck, Bristol Myers Squibb, etc.) resulted in the only Cancer Moonshot program to continue to this day.
- **News coverage:** Seven Bridges' work was covered by Bloomberg, The Boston Globe, The Economist, STAT News, Wall Street Journal, and Xconomy.

## USC Annenberg Norman Lear Center Media Impact Project

Los Angeles, CA

*Post Doctoral Research Consultant*

2014

Assessed impact of reporting on global development of media partners, including The Guardian (London, UK) in conjunction with then Executive Editor for Digital. 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.

## Northwestern University Media Management Center

Evanston, IL

*Director of Research*

2010 – 2014

Led center's research agenda and developed metrics to measure financial viability of news organizations and what audiences learned from content. Applied previous methodologies on readership and experiences studies to born-digital news organizations. Managed budget, fundraising, and coordination with the university.

## OhmyNews

Seoul, South Korea

*Special Projects Producer & Researcher*

2009 – 2010

Embedded research 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. Advised as special projects producer 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

Orlando, FL

*Digital Executive Producer*

2007 – 2008

First-ever Digital Executive Producer at Hearst, a role designed to rapidly add digital skills to television-focused 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.*

**British Broadcasting Corporation** London, United Kingdom  
*Technology Reporter, Researcher at BBC Archives* 2005 – 2007  
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.

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## AWARDS AND FELLOWSHIPS

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**Robert Bosch Foundation** Stuttgart, Germany  
*Global Governance Futures 2035 Fellow* 2020 – 2022

**Berkman Klein Center at Harvard University** Cambridge, MA  
*Affiliate* 2017 – 2021

**Shorenstein Center on Media, Politics and Public Policy** Cambridge, MA  
*Research Fellow* 2018

**Gates Cambridge Trust** Cambridge, United Kingdom  
*Gates Cambridge Ph.D. Fellow* 2010 – 2014  
*Gates Cambridge M.Phil. Fellow* 2008 – 2009

**Henry Luce Foundation** Seoul, South Korea  
*Luce Scholar placed in Seoul working at OhmyNews* 2009 – 2010

**Society of Professional Journalists** Indianapolis, IN  
*Green Eyeshade Award for Law and the Courts Reporting* 2007

**Northwestern University** Evanston, IL  
*R. Barry Farrell Prize for Academic Achievement* 2007  
*Science in Human Culture Essay Prize* 2007

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## EDUCATION

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**University of Cambridge, King’s College** Cambridge, United Kingdom  
*Ph.D., Sociology* 2010 – 2014

- **Fields:** Media Economics, Media Business Models, Digital Publishing, Digital Media
- **Dissertation:** Accountability Journalism in the Digital Age

*M.Phil., Sociology, with Distinction* 2008 – 2009

- **Fields:** Development Economics, East Asia, State-led Development, Media Economics, Digital Media
- **Dissertation:** The Development of Citizen Journalism

**Northwestern University, Medill School** Evanston, IL  
*BSJ, Summa Cum Laude* 2003 – 2007

- **Majors:** Journalism, Political Science

- “Report of the European Digital Media Observatory’s Working Group on Platform-to-Researcher Data Access.” **European Digital Media Observatory**. <https://perma.cc/TWD6-YHC2>. 2022.
- “Response to European Digital Media Observatory Call for Comments The GDPR and Sharing Data for Independent Social Scientific Research.” **Facebook**. <https://perma.cc/9YY9-VXRK>. 2020.
- “Minimum Technical Data Elements for Liquid Biopsy Data Submitted to Public Databases.” **Clinical Pharmacology & Therapeutics**. <https://doi.org/10.1002/cpt.1747>. 2020.
- “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://perma.cc/BK8M-3PYW>. 2018.
- “Yes, Facebook referral traffic crashed and burned—but not for these nonprofit publishers.” **Nieman Lab**. <https://perma.cc/4JH2-Q4GT>. 2018.
- “Keeping It Real—Technology’s Impact on Trustworthy News.” **All Tech Is Human, Ethical Tech Summit**. <https://perma.cc/7YC7-3LJP>. 2018.
- “Collaborating to Compete: Blood Profiling Atlas in Cancer.” **Clinical Pharmacology & Therapeutics**. <https://doi.org/10.1002/cpt.666>. 2017.
- “Architecting for Compliance and Trust with Software for Millions of Genomes.” **Advances in Genome Biology and Technology**. Conference Presentation. 2016.
- “Revenue promiscuity and non-monetary resources in the heart of born-digital news businesses.” **Slovenian Advertising Festival**. 2015.
- “How to Manage a Newsroom in the Digital Age.” **Sciences Po—Les nouvelles pratiques du journalisme**. 2014.
- “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**. 2013.
- “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**. 2012.
- “The Future of Daily Newspapers.” **Western Economics Association International 86th Annual Conference**. 2011.
- “Complexity and Scale in Audio Archives.” **EDUCAUSE Review**. 2009