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

Facebook

2019 - Present — Manager Strategic Initiatives for the Election Research Commission

The Election Research Commission works to create "front doors" for independent academic researchers to access Facebook data to study the social network's impact on elections and democracy. We do so with a suite of privacy-preserving technologies (including techniques that meet differential privacy standards) to ensure that people's personal information remains protected while researchers learn about aggregate trends. Responsible for internal and external stakeholder management and legal technology to facilitate research partnerships.

Working Paper

2017 - 2019 — 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*
  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 visbility project: 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.

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—   Affiliate
Current   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

Digitalis Commons
Serves as a Senior Advisor to the Digitalis Commons, a non-profit devoted to creating public goods to support better health. Typically software or services, these public goods range from developing an API for all the data developed by the Robert Wood Johnson Foundation to creating and hosting Synthesis.bio, an algorithmic news aggregator for the digital health space.

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; LaTeX; 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**.