

PROFESSIONAL SUMMARY

Strategic leader with 15 years of experience in technology, policy, and research across both private and public sectors. Expertise in strategic planning, program incubation, and cross-functional team leadership. Proven track record of synthesizing organizational priorities and driving complex initiatives to success. Skilled in designing and implementing evidence-based strategies, cultivating multi-stakeholder partnerships, and leading interdisciplinary teams to address intricate social issues. Adept at developing qualitative and quantitative metrics to assess organizational progress and ensuring alignment with strategic goals.

EXPERIENCE

Working Paper

Cambridge, MA, Chicago, IL, and New York, NY

Founder and Principal Consultant

2017 – current

Developed and implemented strategic plans for tech non-profits and companies, ensuring alignment with organizational priorities and goals. Led cross-functional teams within client organizations to execute complex initiatives, providing strategic guidance and support throughout the process. Representative examples include:

- **“Very Large Online Platform”: *Digital Services Act Strategy*** Designed and led the strategy for DSA compliance for a designated Very Large Online Platform (VLOP), collaborating with departmental leaders for the C-suite to establish new organizations, internal capabilities, performance measurement tools, and response processes.
- **Robert Wood Johnson Foundation: *Generative AI for Policy Impact*** Created and executed strategies for deploying generative AI technologies to achieve desired health policy outcomes. Guided clients in communications and grant-making.
- **Durin.ai: *Privacy Product and Product Marketing*** Managed privacy strategy and program implementation for Durin.ai’s residential access-control system, enhancing user privacy and ensuring compliance with key regulations such as GDPR, CCPA, and the EU AI Act.
- **Digitalis Ventures: *Head of Communications; Product Manager*** Led global communications strategy and team for Digitalis Ventures, launching a new non-profit organization (Digitalis Commons) to enhance visibility in the healthcare community and brokered high-visibility projects, all in support of measurably better deal flow.

Future of Privacy Forum

New York, NY

Senior Fellow

2024 – current

Subject-matter expert lead on the National Science Foundation funded Research Coordination Network on Privacy Enhancing Technologies (PETs).

- Built and engaged a global network of PETs practitioners, including industry experts and academic leaders, to identify use cases that balance privacy and utility through evidence-based approaches.
- Developed public guidance for organizations to expand data sharing while ensuring compliance with legal and ethical best practices.
- Collaborated with global privacy regulators to create clearer regulatory environment in support of broader PETs usage.

Institute for Data, Democracy and Politics at George Washington University

New York, NY

Fellow

2023 – current

Responsible for development of both policy positions and strategy to implement them. 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** Head of the only pilot test of the law, conducted on behalf of 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 Policy-relevant research, 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 along with product strategy, informed by collaboration with external stakeholders. Focused on trust, transparency, and social science policy. Key deliverables:

- **New Cross-Company Strategy and Process:** 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 priorities were supported. Subsequently ran the quarterly process that presented bottoms-up and top-down prioritization for the Office of the President's research interests.
- **New 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. This public-facing team ranged in seniority from Director (D2+) to junior IC (IC3).
- **U.S. 2020 Election:** Designed, launched and managed the governance processes for 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. (See publications in Science and Nature.)
- **European Digital Media Observatory Working Group on Data Sharing:** Wrote initial strategy for, then 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 get those data into the hands of external researchers while balancing 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.

Personal highlight: securing eight-figure ad-credit grant for vaccination efforts in 2019.

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.) is the only ongoing Cancer Moonshot program.
- **News coverage:** Seven Bridges' work was covered by Bloomberg, The Boston Globe, The Economist, STAT News, Wall Street Journal, and Xconomy.

Personal highlight: attending Vice President Joe Biden's announcement of BloodPAC at the White House.

USC Annenberg Norman Lear Center Media Impact Project

Los Angeles, CA

Post Doctoral Research Consultant

2014

Developed system to assess impact of reporting on global development at The Guardian (London, UK) in conjunction with Executive Editor for Digital, for funders including the Bill and Melinda Gates Foundation.

Northwestern University Media Management Center

Evanston, IL

Director of Research

2010 – 2014

Led center's planning and strategy programs, including work that developed metrics to measure financial viability of news organizations and what audiences learned from content.

OhmyNews

Luce Scholar, Special Projects Producer & Researcher

Seoul, South Korea

2009 – 2010

Embedded with senior executives, editors, and professional and citizen reporters to report, edit, and develop digital product strategy. *Personal highlight: supported the development of the first mobile apps during the introduction of the iPhone to the South Korean market.*

Hearst Television, WESH-TV

Digital Executive Producer

Orlando, FL

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

Technology Reporter, Researcher at BBC Archives

London, United Kingdom

2005 – 2007

Wrote daily news, features, and data apps for BBC News Online. Created the first Google Maps “mashup” at the BBC, geocoding stories and making them available by map. Scheduled and commissioned global correspondents; assisted production of BBC World Service’s Digital Planet program. *Personal highlight: running tape down the halls of Television Centre to broadcast Newsnight segments, with seconds to spare.*

SERVICE

Open Commons Consortium

Advisory Board Member

Chicago, IL

2023 – Current

I advise the Open Commons Consortium on data sharing, privacy, governance and social science best practices. This work is in support of the development of Gen3, the OCC’s open-source data analysis tool designed to enable privacy-preserved analysis and regulatory compliance.

Henry Luce Foundation

Luce Scholars Program

New York, NY

2010 – 2022

I was a significant volunteer contributor to the Luce Scholars’ program (of which I was one!). Major projects included running orientation programming for new scholars, developing and implementing the organization’s Salesforce instance for managing engagement with scholars, and revamping the program’s application process to both digitize the entire process and, more importantly, radically expand access. We moved from a closed application process that required nominations from a handful of elite universities to an open one that encouraged applicants from across the full spectrum of American universities. In addition, I developed the digital alumni strategy, and saw it through two major revisions—a simple listserve system followed by an advanced, Salesforce-based online community that is still in use today.

Gates Cambridge Alumni Association

Secretary

Cambridge, UK

2014 – 2016

After serving in multiple elected roles as a Scholar, I also served as secretary of the Gates Cambridge Alumni Association, supporting the organization as it grew to connect the first classes of scholars. We ran academic and social programming for scholars in Europe, Asia, Africa, Oceania and the Americas.

AWARDS AND FELLOWSHIPS

Robert Bosch Foundation

Global Governance Futures 2035 Fellow

Stuttgart, Germany

2020 – 2022

Berkman Klein Center at Harvard University

Affiliate

Cambridge, MA

2017 – 2021

Shorenstein Center on Media, Politics and Public Policy

Research Fellow

Cambridge, MA

2018

Gates Cambridge Trust

Gates Cambridge Ph.D. Fellow

Cambridge, United Kingdom

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

EDUCATION

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

NOTABLE PUBLICATIONS AND INVITED LECTURES

“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