



Cindy
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MANAGEMENT, TECHNOLOGY, & PRODUCT EXPERIENCE

Salon Media Group, Salon.com New York, NY *May '12 - May '16*

Chief Executive Officer & Chief Technology Officer

- o Drove 81% increase in revenue to \$7MM, a 41% increase in the fiscal year ending in March 2016 and 170% growth in audience to 19MM UVs
- o Grew programmatic advertising revenue from \$1MM to \$4MM annually, a 310% increase, and developed a new \$1MM revenue stream in content recommendations, by increasing audience scale; expansion of advertising partners and categories; development of innovative, bespoke advertising and sponsored products; expanded content marketing efforts and deploying monetizable content modules across the web
- o Created growth in audience by diversifying high quality content, instilling a data-driven culture, exploring new storytelling techniques, establishing content partnerships, improving product on mobile and social
- o Executed a strategic reorganization, including closure of two non-performing divisions and sale of another
- o Implemented a recapitalization to simplify the capital structure and encourage new investment
- o Established a collaborative, growth culture; strategic planning process; and general management processes
- o Launched site redesign, editorial video product, iOS, Android and IoT apps. Built lean, efficient, automated systems, including an API that powered everything from the CMS to web and apps
- o Worked with board, investors, shareholders, staff, clients, and vendors; built strong executive team; provided management oversight of a staff of 50, including operations, finance, legal, technology, data, editorial, sales, marketing, human resources, public relations and internal communications

Huffington Post Media Group, AOL New York, NY *Mar. '11 - April '12*

Technical Director, Technology

- o Led the technology and product teams through a period of substantial growth in traffic and revenue, and an acquisition by AOL
- o Managed huffingtonpost.com, a propriety CMS for editors and bloggers, international editions including Spain, Italy, France, UK, Canada, and AOL's StyleList
- o Executed redesigns, including new frontend architecture, of HuffPost, HuffPost Health, HuffPost Women, and StyleList
- o Expanded CMS to power multiple domains and languages
- o Grew global technology and design team to 180; integrated HuffPost and AOL developers, designers and user experience designers into one team
- o Worked with business and editorial stakeholders on product ideation; coordinated with AOL executives and management, editorial, sales, public relations, and legal

Huffington Post New York, NY *April '10 - Mar. '11*

Vice President, Technology

- o Led technical and product development of huffingtonpost.com and a propriety CMS for editors and bloggers
- o Built a global technology and design team to 45, worked with editors on product development
- o Built a powerful CMS for hyper-efficient editors & bloggers
- o Coordinated with executive team, editorial, sales, public relations, and legal

R/GA New York, NY *Jan. '10 - April '10*

Senior Interaction Designer

- o Designed interactive experiences for retail environments
- o Developed information architecture and research documents; authored sitemaps, wireframes, pitch materials, competitive reviews, heuristics, and personas
- o Clients included Verizon Wireless, Verizon Telecom

Distance Lab Forres, Scotland *Sept. '07 - Dec. '09*

Abunzi Project Lead & Researcher

- o Developed a phone application to strengthen informal justice systems in sub-Saharan Africa
- o Researched a technology to connect people in post-conflict situations to distant international courts & tribunals addressing their conflict
- o Designed & led workshops on building networked objects

American Museum of Natural History New York, NY *Aug. '05 - Aug. '07*

Interaction/Visual Designer

- o Designed interfaces for interactive installations, touchscreens, and games

- o Developed concept and information architecture; built final experience and visuals
- o Exhibitions included Climate Change, Water, Hall of Human Origins, Darwin, Lizards and Snakes, and Mythical Creatures

R/GA New York, NY *Feb. '04 - July '05*

Interaction Designer

- o Designed user experiences for websites, digital signage, mobile phones, kiosks, and games
- o Developed information architecture and research documents; authored sitemaps, wireframes, pitch materials, competitive reviews, heuristics, and personas
- o Clients included Nokia, Target, T-Mobile, Bank of America, Verizon Wireless, and IBM

AWARDS

FOLIO – Top Women in Media Awards, Corporate Visionaries, *June '15*

min Online – Best of the Web & Digital Awards, Digital Hall of Fame, *May '15*

FOLIO – The FOLIO: 100 Awards, C-Level Visionary, *Oct. '13*

Awards and nominations for Salon Media Group under my leadership

- o **OMMA Award winner**, Best Integrated Entertainment Online Campaign, *Dec. '15*
- o **Folio Awards Winner**, Consumer Website, Design & Uncompromising Journalism, *Dec. '14*
- o **EPPY Award Finalist**, Best News Site, *Oct. '14*
- o **The Root 100 Winner**, *Sept. '14*
- o **Webby Award Honoree: Best Writing, 2014**

PUBLIC SPEAKING & PRESS

Salon's fearless approach to innovating on editorial, video, and ad content, *May '16*

DCN interview with Peggy Anne Salz

Digital Velocity: Dealing With a Permanently Unstable Business Model, *April '15*

Folio MediaMashup panel with Jean Ellen Cowgill, John Lerner, Tony Mamone

Salon's Cindy Jeffers: Publishers shouldn't silo tech, *Sept. '15*

Digiday podcast interview with Ricardo Bilton

Drones, wearables, VR: emerging technologies that will change media *April '15*

Digiday byline

The Rise (and Hype) of Glance Journalism on the Apple Watch (video), *April '15*

NPR panel discussion with Julia Beizer, Ricardo Bilton, Andrew Lih, Mark Glaser

How to Get Mobile Right *Sept. '14*

Digiday Publishing Summit panel with Beth Beuhler and Brian Brakier

What Is a Private Conversation, *July '14*

Tunnel X panel discussion with Laurence Tribe, Daniel Menaker, Ian Samuel

An interview with Cindy Jeffers, CEO and CTO of Salon Media Group, *May '14*

Interview with Justin Hendrix

Publishing's Biggest Mobile Opportunities, *June '13*

Digiday interview with Josh Sternberg

Top Trends in Digital Publishing, *May '13*

Internet Week panel discussion with Jonah Peretti, Mark Thompson, Henry Blodget, Roy Sekoff, Patrick Phillips

Future Schlock or Journalism's Next Golden Age?, *Nov. '13*

Techonomy panel discussion with Justin Fox, Abderahim Foukara, Alex Leo, Rem Rieder, Ashley Simon, Kaela Worthen Gardner

Evaluating Technology: A Publisher's View, *Oct. '12*

Digiday Publishing Summit panel discussion with Ryan Mannion, Josh Sternberg

The Future of the Digital Ecosystem, *Dec. '10*

Arnold CMO Summit panel with Jeffrey Rayport, Kevin Colleran, Jeff Levick, Chris Stutzman

Non-State and State Justice Systems: Principles and Practices of Engagement, Bangkok, Thailand *Oct. '10*

Demoed and discussed the Oral Wiki project and technological approaches for improving non-state justice systems

Euro-Africa Cooperation Forum on ICT Research, Addis Ababa, Ethiopia *Feb. '10*
Discussed research and development of a phone application for the informal justice system in Rwanda

International Symposium on Electronic Art (ISEA), Belfast, UK *Aug. '09*
Discussed research and development of a phone application for the informal justice system in Rwanda

IST-Africa Conference, Kampala, Uganda *May '09*
Presented the paper, An Oral Wiki to Support Informal Justice Systems

North American Computing and Philosophy Conference, Rensselaer Polytechnic Institute, Troy, NY *Aug. '06*
Lectured on robots in theatre and art, the future of artistic collaboration between humans and electronic entities, *Heddatron* and Hans the robot's cabaret act

Schenectady Museum, Schenectady, NY *July '06*
Presented experiences with designing and building robots for *Heddatron*

Dorkbot, Location One Gallery, New York, NY *Mar. '06*
Presented experiences with designing and building robots for *Heddatron*

Metal Heads: The robotic antics of the botmatrix, *Aug./Sept. '06*
Bust Magazine interview by Courtney E. Martin

In Robot World She Turns More Hedda Than Hedda, *Feb. '06*
NY Times theater review by Ben Brantley

Ibsen, Plugged In, *Feb. '06*
NY Times audio interview with Meredith Chang

Do Robots Dream of Electric Lovborgs?, *Feb. '06*
NY Times interview with Meredith Chang, by Alexis Soloski

PERSONAL TECHNOLOGY PROJECTS

Heddatron Robot Actors New York, NY *Aug. '04 - Feb. '06*

- o Designed and built five robot actors for *Heddatron*, an adaptation of *Hedda Gabler*, written by Liz Merriweather, produced by the Les Freres Theater Company
- o Advised scriptwriter and director on technological and robotic concepts
- o Remote-controlled the robots from behind the stage for three-week theatrical run and rehearsals

Robot Parade New York, NY *'05 – '09*

- o Produce annual parade where attendees dress up and act like a robot
- o Intended to get people thinking about the role sentient technologies will play in our lives

Global Protest Map New York, NY *Sept. '02 – Feb. '04*

- o Designed and developed a mechanical topographical map to display global information and trends
- o Visualized data sets pertaining to striking activity in semiconductor factories to show the health impacts of off-shoring semiconductor factories and fabrication laboratories

EXHIBITIONS & PERFORMANCES

Hans the robot, NBC's Late Night with Jimmy Fallon, New York, NY, *June '09*
Oral Wiki, The Lighthouse, Glasgow, Scotland, *Mar. 2009*
Heddatron Robots, Schenectady Museum, Schenectady, NY *July '06*
Robot Cabaret, Ars Nova - Automatic Vaudeville, New York, NY *June '06*
Robot Cabaret, Ensemble Studio - Cabaret Scientifique, New York, NY *May '06*
Heddatron Theatrical Run, HERE Theater, New York, NY, *Feb. 2006*
Cocoon02, Decompression Camp, Burning Man Benefit, New York, NY, *Nov. '03*
Chamber of Her Brightest Secrets, Burning Man Festival, Black Rock City, NV *Aug. '03*
Rodentia, Dupree Gallery, Philadelphia, *May - June '03*
Global Protest Map, Tisch School of the Arts, New York City *May - Aug. '03*
LED CUBE, Tisch School of the Arts, New York City *May - Dec. '02*
Send By Semaphore #3, Tisch School of the Arts, New York City *Feb. - May '02*

EDUCATION

New York University New York, NY *May '03*

MPS: Interactive Telecommunications, concentration in physical computing

Barnard College New York, NY *May '97*

BA: Women's Studies, concentration in English Literature (West African)

Université de Yaoundé I Yaoundé, Cameroon *Jan. - May '96*

Study Abroad