My research focuses on how business law treats companies that articulate objectives beyond profit. These companies offer potential to help solve some of the world’s most serious problems, but they are hotly contested and face legal and managerial barriers to success. I use a range of qualitative and quantitative methods, including in-depth on-site field work embedded at companies in the tech and food sectors, to understand their internal management, their engagement with corporate finance and corporate governance frameworks, and how business law can facilitate their substantial potential for social impact.

CURRENT POSITION

University of Chicago Law School
Earl B. Dickerson Fellow

EDUCATION

Harvard Business School, PhD in Health Policy & Management
Joint Degree with Harvard Graduate School of Arts & Sciences
Dissertation: *Pairing Purpose and Profit*
Committee: Julie Battilana (chair), Herman “Dutch” Leonard, Anthony Casey
Board Member, Latinx Student Association

Harvard Law School, J.D.
Member, La Alianza

University of Cambridge, Corpus Christi College, LL.M.

Princeton University, A.B. in Sociology, *summa cum laude*
Graduated first in Sociology Department
Isidore Brown Academic Achievement Award: highest four-year cumulative GPA of all Sociology concentrators
Thesis: ethnography of taco trucks in post-Hurricane Katrina New Orleans conducted in Spanish and Portuguese

TEACHING AND RESEARCH INTERESTS

Primary: Contracts; Business Associations; Corporate Finance; Securities Regulation; Health Law
Secondary: Food Law; Corporate Governance; Entrepreneurship, Technology and the Law; Tech and Health Venture Capital; Corporate Social Responsibility

WORKS IN PROGRESS

*Beyond Profit, 54 U.C. DAVIS LAW REVIEW (forthcoming 2021):*

Etsy was a crown jewel of socially responsible businesses. It prioritized female entrepreneurship, its employees, and environmental stewardship. But after scaling up through an IPO, Etsy fell apart both socially and financially, despite its best attempts to preserve its objectives beyond profit through private ordering. Similar stories proliferate in the world of socially conscious business. Standard accounts point to market forces as the culprits. But this paper identifies a more fundamental problem: business law is not designed to facilitate scale-ups for companies that articulate objectives beyond profit. It lacks a durable commitment
mechanism for these companies to bind themselves to long-term pursuit of their multiple objectives. To help address this problem, the paper identifies potential solutions in corporate governance and corporate finance, and ultimately proposes providing a voluntary commitment mechanism in business law. The proposed commitment mechanism would consist of a “social poison pill” that requires multiple stakeholder board representation and socially conscious executive compensation for public benefit corporations that IPO, get acquired, or exceed a certain size. Such legislation could better enable companies to bind themselves to their objectives beyond profit at scale—facilitating large-scale social impact instead of just large-scale profit.

Social Purpose Startup Success:

Succeeding as a startup is a difficult task, with a ninety percent failure rate. Succeeding as startup with objectives beyond profit is even more challenging: it entails all of the challenges and risks facing regular startups, but while also juggling multiple organizational objectives often in tension. This paper seeks to understand how a startup with multiple objectives survives the early stages, and whether and how it engages with benefit corporation law and B-Corp certification—the two primary legal or quasi-legal tools designed for socially conscious business—in the process. It uses in-depth qualitative research conducted over nine months embedded at an early-stage food tech startup with multiple objectives. The paper finds that this startup has developed practices of employee empowerment and organizational democracy to generate, crystalize, and reinforce its multiple objectives, and implements so-called “negotiation spaces” to anticipate and defuse inevitable tensions that arise among the multiple objectives. It also finds that to garner organizational legitimacy with key stakeholders—employees, customers, investors—this startup uses a practice of savvy codeswitching, strategically and differentially (but always authentically) emphasizing its social purpose and profit objectives with each stakeholder. Interestingly, the startup does not engage benefit corporation law or B-Corp certification in this process, perceiving them either not to add value or as actual hindrances to achieving their multiple objectives. These findings provide insight into the intersecting roles of managerial practice, corporate governance, corporate finance, and business law in these startups’ success.

PUBLICATIONS

Worker Well-Being, Workplace Democracy, and the Pursuit of Multiple Objectives, in HANDBOOK ON THE BUSINESS OF SUSTAINABILITY (forthcoming 2021) (with Julie Battilana and Julie Yen) (peer reviewed)

What Role Should the Commercial Food System Play in Promoting Health through Better Diet?, BRITISH MEDICAL JOURNAL 368:m545 (2020) (with Martin White et al) (peer reviewed)

Contagion without Relief: Democratic Experimentalism and Regulating the Use of Antibiotics in Food-Producing Animals 64 UCLA LAW REVIEW 550 (2017)

An International Model for Antibiotics Regulation 72 FOOD & DRUG LAW JOURNAL 295 (2017) (peer reviewed)


The Importance of the Right to Food for Achieving Global Health, 9 GLOBAL HEALTH GOVERNANCE 164 (2015) (peer reviewed)
TEACHING EXPERIENCE

**University of Chicago Law School**
- Corporate Law and Dual-Purpose Organizations (overall evaluation: 5/5)*
  - Spring 2020
- Food Law (co-taught with Omri Ben-Shahar)
  - Spring 2020

**UCLA School of Law**
- Companies, Food Systems, and Public Health Law (overall evaluation: 8.64/9)*
  - Spring 2017
- Modes of Legal Inquiry: Food Fraud (co-taught with Michael Roberts)
  - Spring 2016
- Introduction to Food Law and Policy (assisted Michael Roberts)
  - Fall 2015

**Harvard Business School**
- Power and Influence, MBA Course (Teaching Fellow for Julie Battilana)
  - Fall 2018

**Harvard College**
- American Health Care Policy (Teaching Fellow for Michael Chernew) (overall eval: 4.6/5)*
  - Spring 2019

*Teaching evaluations available

ACADEMIC POSITIONS AND FELLOWSHIPS

**UCLA School of Law**
- Resnick Center for Food Law & Policy
  - Academic Fellow
  - October 2015–July 2017

**University of Cambridge**
- MRC Epidemiology Unit, Centre for Diet & Activity Research (CEDAR)
  - Postdoctoral Research Associate
  - July 2013–October 2015

  Funding awarded:
  - Isaac Newton Trust Grant, from University of Cambridge (2015)
  - Fulbright Schuman Award, from US State Department and the European Union (2013–14)
  - Frank Knox Memorial Traveling Fellowship, from Harvard University (2013–14)

PRESENTATIONS

Invited Talks


“Global Food Security,” Masters in International Security Studies, Sant’Anna School of Advanced Studies (Scuola Superiore Sant’Anna), Pisa, Italy, November 2016.


“Links between Health Outcomes and European Agricultural Law and Policy,” Università degli Studi Mediterranea, Reggio Calabria, Italy, April 2016.


Conference Presentations


HONORS & AWARDS

Certificate of Distinction in Teaching Award, Harvard College 2019
UC Berkeley Fellowship for Graduate Study (University award for top admitted doctoral students) (declined) 2017
The PhD Project: program for minority candidates pursuing doctoral degrees in business 2016
30 Under 30 Award: University of California Global Food Initiative 2016
Isaac Newton Trust Grant: Postdoctoral Grant from University of Cambridge 2015
Charles Slater Fund Award: Small Grant from University of Cambridge School of Biological Sciences 2015
Non-Stipendiary Research Associate, Corpus Christi College, University of Cambridge 2013–2015
Fulbright Schuman Scholar to the European Union (University of Cambridge) 2013–2014
Frank Knox Memorial Traveling Fellowship: Research Grant from Harvard University 2013–2014
Cambridge University Women’s Varsity (Blues) Soccer: Cambridge University Women’s Team of the Year 2013–2014
Princeton in Latin America Fellowship, Barahona, Dominican Republic 2008–2009
Isidore Brown Academic Achievement Award (Princeton University) 2008

BAR ADMISSION

Admitted, State Bar of California 2014

EDITORIAL POSITIONS & SERVICE

Executive Board, AALS Section on Agricultural & Food Law 2019–2020
Founding Member, Academy of Food Law and Policy 2015–2016
Associate Editor, The Italian Law Journal, Naples, Italy 2015–2018

ADDITIONAL SKILLS

Language
Spanish: Fluent. Portuguese, French, Italian: Intermediate

Data Analysis
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