



# Berkeley Food Institute

Cultivating Diversity, Justice, Resilience, and Health

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## Inaugural Symposium

Krutch Theater, Clark Kerr Conference Center

UC Berkeley

May 6-7, 2013

Berkeley  
UNIVERSITY OF CALIFORNIA

In 2012, the College of Natural Resources (CNR) at UC Berkeley, in partnership with the Goldman School of Public Policy (GSPP), the Graduate School of Journalism, Berkeley Law, and, more recently, the School of Public Health, began conceiving of a research institute dedicated to studying and galvanizing the transition to a more resilient and just food system. The Berkeley Food Institute is still in its infancy. **We expect to launch the Institute publicly in Fall 2013**, at which time we will have identified an initial research agenda and programs, with an executive director and staff in place. Today's program will inform the development of our research agenda and support the connections between faculty, students, and stakeholders outside of academia that will form the foundation of our work.

# Welcome

We are thrilled to have you with us today as participants in the first symposium of the Berkeley Food Institute. In response to the many problems of the industrialized food system, citizens, farmers, and social movements worldwide have sparked an exciting transformation in the ways we grow, process, distribute, and consume food. Today, we are witnessing innovative alternatives to the existing system, from farmers' markets to farm-to-school programs and urban agriculture to redistributive land reforms. Yet such movements and actions are often disconnected. Likewise, within academia, we face entrenched disciplinary silos, hindering our ability to envision solutions outside a narrow frame of methods or theories. Such disconnections—both within academia and beyond—stymie progress on policy and governance changes that could support a resilient food system.

In gathering you all here today, we hope to begin addressing this fragmentation. The timing is important, as we would like to integrate your feedback into building the foundations of the Institute for our first few years of work. We all know it is necessary to continue the transition to a resilient food system. Yet there are many still-unresolved challenges and questions ahead: What does a transition look like? How will this transition happen? Who will be involved? How can research at universities contribute to policy and practice in more fundamental ways? Most importantly, how do we accomplish the mutual learning that is needed? If we are to grow a new food system “from the ground up”—we need creativity, participation, a diversity of knowledge and experiences. Welcome!

**Claire Kremen and Alastair Iles**  
Faculty Co-Directors

# Research Agenda

In this document, we aim to articulate the purpose, scope, and nascent research agenda of the Berkeley Food Institute, while also introducing a context for discussion at our Symposium. To inform the evolution of our scholarly and civic mission, we invite collaboration, contributions, and engagement from faculty, students, staff, and community members in this process.

## Problem Statement

While our current global agri-food system has achieved remarkable historical successes, it nevertheless increasingly fails on many fronts. The food system undermines ecosystem and cultural diversity, lacks resilience in the face of emerging climate change, wastes food and natural resources, creates pollution, fosters myriad social injustices—including exploitation of agri-food workers—and leaves millions of people hungry while others suffer from obesity.

Meanwhile, efforts to transform the food system are emerging around the world. As social movements and civic initiatives protest and resist the predominant, industrialized system, they have catalyzed alternative, localized, regional, or global “agri-food networks” that may improve food sovereignty, environmental conditions, and human health and justice. These movements and initiatives represent exciting potential for progressive change. Yet they often suffer from fragmentation, lack adequate institutional and government support, and face many structural, political, and economic challenges in achieving their goals.

The Berkeley Food Institute aims to address some of these impediments to systemic change by creating productive connections between members of the scholarly community, farmers and other producers, non-governmental organizations, governments, and civil society. Through interdisciplinary research and collaborative civic and community engagement, we hope to contribute to the exciting process of food system transformation.

## Mission of the Institute

The Institute will support transformation of the global food system to one that is healthful, ecologically sustainable, socially just, and economically equitable for current and future generations. To these ends, the Institute will conduct research, develop agri-food policy recommendations, and foster diverse, participatory public engagement efforts.

## Guiding Principles

1. Creating a nexus of research, policy, practice, and social movements
2. Conducting research that is:
  - Interdisciplinary and innovative
  - Participatory and collaborative
  - Actionable and methodologically robust
3. Fostering connections between, and contributions from, the UC Berkeley scholarly community, the broader public, and policy-makers.

## Research Agenda

The Institute is in the early stages of developing a “research agenda”—a set of questions/topics and research gaps that broadly identify the scope of investigations that the Institute will foster. The overarching question the Institute seeks to address is this: how do we facilitate a transition from an industrialized, corporatized, homogenized, globalized system to one that is healthful, ecologically and culturally diverse, regenerative, and socially and economically just?

## Examples of the types of research questions that could be explored include:

What are some of the ways in which the burgeoning food movements within both academia and civil society can help one another to become more cohesive?

What types of integrated ecological, agronomic, social and economic research are needed to develop more sustainable agricultural practices and to encourage their broader adoption by growers?

How can sustainable agriculture and nutrition research inform each other more effectively?

How might we develop new governance mechanisms, grounded in participatory democracy and experimentation, to support the transition to sustainable food systems?

## The Nexus of Research, Policy, Practice, and Social Movements

The Institute is interested in fostering innovative connections between research, policy, practice, and social movements. Fragmentation between groups and disciplinary “silos” has resulted, for example, in policy-making and media reporting that are not necessarily informed by the latest scientific findings; researchers remaining unaware of important developments among agricultural producers; social movements not having access to science and policy knowledge, or being recognized as knowledge-makers in their own right; and agri-food corporations failing to recognize or take responsibility for their contributions to societal and food injustice. To overcome these disconnections, the Institute will probe the meaning and the contours of the nexus of research, policy, practice, and social movements, explore approaches to strengthen productive connections, and imagine innovative strategies for thinking and practice within the food system.

# Day One

## Monday, May 6

All programs will take place in the Krutch Theater of the Clark Kerr Conference Center unless otherwise indicated.

### 8:00–9:00

Registration and Breakfast

### 9:00–9:10

**Welcome and Introduction:** Maria Echaveste, Senior Fellow, UC Berkeley School of Law Warren Institute of Law and Social Policy; Berkeley Food Institute Executive Committee Member

### 9:10–10:10

**Keynote Presentation:** “Towards Sustainable Food Systems: A Tale of Three Transitions,” Olivier De Schutter, United Nations Special Rapporteur on the Right to Food

### 10:10–10:15

Break

### 10:15–11:30

**Panel I:** Key Challenges and Opportunities in Transforming the Global Food System

### 11:30–12:45

**Breakout Session I:** Breakout rooms are located adjacent to and upstairs from Krutch Theater

### 12:45–1:45

Lunch

### 1:45–3:00

**Panel II:** Tackling Key Challenges and Opportunities in Changing Research and Policy Across the Food System

### 3:00–4:00

**Breakout Session II:** Breakout rooms are located adjacent to and upstairs from Krutch Theater

### 4:00–4:45

Report Back to Full Plenary

### 4:45–5:00

**Closing Remarks:** Claire Kremen, Faculty Co-Director Berkeley Food Institute; Professor, Department of Environmental Science, Policy, and Management, UC Berkeley

### 5:00

Reception and Mozzarella Making with Chef and Author Samin Nosrat

## Keynote Presentation

### Olivier De Schutter

United Nations Special Rapporteur on the Right to Food

Olivier De Schutter (LL.M., Harvard University; Ph.D., University of Louvain) is a Professor at the Catholic University of Louvain and at the College of Europe. He is also a Member of the Global Law School Faculty at New York University and is Visiting Professor at Columbia University. In 2002–2006, he chaired the EU Network of Independent Experts on Fundamental Rights, a high-level group of experts which advised the European Union institutions on fundamental rights issues. He has acted on a number of occasions as expert for the Council of Europe and for the European Union. Since 2004, and until his appointment as the UN Special Rapporteur on the right to food, he has been the General Secretary of the International Federation of Human Rights on the issue of globalization and human rights.

## Panelists

### Jun Borras

Associate Professor and Convenor of Agrarian, Food & Environmental Studies at the International Institute of Social Studies, The Hague, and Editor-in-Chief of *The Journal of Peasant Studies*

Saturnino ‘Jun’ M Borras, Jr. is a political activist and academic who has been deeply involved in rural social movements internationally. Borras is also Adjunct Professor, College of Humanities and Development at China Agricultural University, Beijing; a Fellow of the Amsterdam-based Transnational Institute and the Institute for Food and Development Policy (Food First) in California, Coordinator for Initiatives in Critical Agrarian Studies, and Co-Coordinator of the Land Deal Politics Initiative. He has done extensive research fieldwork internationally, and has written widely on land issues and agrarian movements. Borras is committed to contributing critical work to bridge academic, policy, and transnational agrarian movements and initiatives.

### Ben Burkett

President, National Family Farm Coalition (NFFC)

For 25 years, farmer and grassroots organizer Ben Burkett has worked throughout the American South to champion the rights of small farmers. After his farm was devastated by Hurricane Katrina, Burkett worked with local farmers to develop a rebuilding plan and minimize the disruption. Burkett is current director of the Mississippi Association of Cooperatives, the local arm of The Federation of Southern Cooperatives, an umbrella organization composed of 35 co-ops representing 12,000 African American farm families. The Cooperatives work to assist farmers in land retention and the development of economically self-sufficient communities. Burkett also represents NFFC on the Via Campesina Food Sovereignty Commission and is a board member of the Community Food Security Coalition (CFSC). He has traveled to Senegal, South Africa, Kenya, Nicaragua, Lebanon, and Zimbabwe with CFSC, exchanging knowledge and information with small-scale farmers.

### Patricia Crawford, Dr.P.H., R.D.

Director, Atkins Center for Weight and Health; Cooperative Extension Nutrition Specialist in the UC Berkeley College of Natural Resources; Adjunct Professor in the UC Berkeley School of Public Health

For more than 30 years, Patricia Crawford has conducted research in the prevention of childhood obesity and has served as the Principal Investigator of the ten-year longitudinal National Heart, Lung, and Blood Institute Growth and Health Study as well as the five-state Women, Infants, and Children (WIC) Child Obesity Prevention Initiative. She co-authored *Obesity: Dietary & Developmental Influences* and has been leading studies informing policy discussions and evaluating the impact of legislation to improve the foods in California schools, the implementation of school wellness policies, and the impact of large-scale community interventions to create healthy food and activity environments. Crawford serves on many boards, most notably the Institute of Medicine of the National Academies’ Standing Committee on Childhood Obesity Prevention. She advised the Let’s Get Healthy California Task Force, chaired the Institute of Medicine’s Committee on Food Insecurity and Obesity, and served on the Legislative Task Force on Diabetes and Obesity and the recent Institute of Medicine’s Committee on Accelerating Progress on Obesity Prevention.

### Marcia Ishii-Eiteman

Senior Scientist and Director, Grassroots Science, Pesticide Action Network North America (PANNA)

Marcia Ishii-Eiteman directs PANNA’s Grassroots Science program, which facilitates community engagement in the use of scientific tools and processes in order to strengthen community-based advocacy for social change and build public authority over policy and public resources. Ishii-Eiteman’s work at PANNA also includes national and international policy advocacy and campaigns to support transitions towards equitable and sustainable food systems. Before joining PANNA in 1996, Ishii-Eiteman worked in Asia and Africa the previous 14 years, developing farmer field schools in ecological pest management and agriculture in Southeast Asia, and women’s health, literacy, and income-generating projects on the Thai-Cambodian and Somali-Ethiopian borders. Ishii-Eiteman holds a Ph.D. in Ecology and Evolutionary Biology from Cornell University and a B.A. in Women’s Studies from Yale University. She has written extensively on the ecological, social, and political dimensions of food and agriculture and was a lead author and organizer of the UN and World Bank-sponsored International Assessment of Agricultural Knowledge, Science, and Technology for Development.

### Tracie McMillan

Author

A working-class transplant from rural Michigan, Brooklyn-based writer Tracie McMillan is the author of the *New York Times* bestseller, *The American Way of Eating: Undercover at Walmart, Applebee’s, Farm Fields and the Dinner Table*. Mixing immersive reporting, undercover investigative techniques, and “moving first-person narrative” (*Wall Street Journal*), McMillan’s book argues for thinking of fresh, healthy food as a public and social good. McMillan, who has written for a variety of publications including *The New York Times*, *the Washington Post*, *Harper’s Magazine*, *Saveur*, and *Slate*, moved into writing about food after a successful stint as a poverty and welfare reporter in New York City. While there, she won recognition from organizations ranging from the James Beard Foundation to World Hunger Year. In 2013, she was named a Knight-Wallace Journalism Fellow at the University of Michigan, a year after she was named a Senior Fellow at the Schuster Institute for Investigative Journalism.

## V. Ernesto Mendez

Associate Professor, Environmental Program and the Department of Plant and Soil Sciences, University of Vermont (UVM)

Ernesto Mendez’s research focuses on developing and applying transdisciplinary approaches that analyze interactions between agriculture, livelihoods, and environmental conservation in tropical and temperate rural landscapes, drawing mostly from the field of agroecology. Most of his work utilizes a Participatory Action Research (PAR) approach in an effort to directly engage communities of research and practice. A native of El Salvador, Mendez has fifteen years of experience working with smallholder farmers in Mexico and Central America, with recent projects focusing on food sovereignty for coffee farmers and cooperatives in Mexico, Nicaragua, and El Salvador. In Vermont, his activities include a landscape agricultural multi-functionality study and a PAR project on agricultural resilience to climate change. At the UVM, Mendez leads the Agroecology and Rural Livelihoods Group and is a faculty member of the new M.S. in Food Systems program. He serves on the boards of the Community Agroecology Network (CAN, California), Food for Farmers (Vermont), Advising & Interdisciplinary Research for Development and Conservation (El Salvador) and Conservation Research Foundation (Vermont).

## Maricela Morales

Deputy Executive Director, Central Coast Alliance United for a Sustainable Economy (CAUSE)

Maricela Morales began her work with CAUSE as a volunteer with the Ventura County Living Wage Coalition, and joined the staff in 2001, when CAUSE obtained a 501c3 status. Since 2001, Morales has worked on a variety of issues ranging from living wage, health coverage for the uninsured, women’s economic justice, green economy, and local hire projects. She is the immediate past Co-Chair of the California Roots of Change (ROC) Stewardship Council with the mission to help create a sustainable food system for California. Grateful to her Mexican immigrant parents, Morales was raised in Ventura County, attended Fillmore public schools and went on to earn a B.A. in Human Biology at Stanford University and an M.A. in Counseling (Depth) Psychology from Pacifica Graduate Institute. Responding to the need for public officials

that prioritize social, economic, and environmental justice, Morales worked with the local community to be the first Latina elected to the Port Hueneme City Council in 2002. In 2007, she became the city’s first Latina Mayor.

## Raj Patel

Author, Activist, Economist

Raj Patel is an award-winning writer, activist, and academic. He has degrees from the University of Oxford, the London School of Economics and Cornell University, has worked for the World Bank and the World Trade Organization—and protested against them around the world. He is a visiting scholar at UC Berkeley’s Center for African Studies, an Honorary Research Fellow at the School of Development Studies at the University of KwaZulu-Natal, and a fellow at The Institute for Food and Development Policy, also known as Food First. He is also an IATP Food and Community Fellow and serves as an Advisor to the United Nations Special Rapporteur on the Right to Food. His first book was *Stuffed and Starved: The Hidden Battle for the World Food System*, and his latest, *The Value of Nothing*, is a *New York Times* bestseller. He is currently working on a documentary about the global food system with award-winning director Steve James.

## David Wallinga

Senior Advisor in Science, Food, and Health, Institute for Agriculture and Trade Policy (IATP)

David Wallinga, M.D., M.P.A., applies a systems lens to think about health impacts of food and how it is produced, processed, packaged, and distributed in today’s global, industrialized food system. IATP identifies strategies for consumers to find healthier food produced more sustainably, as well as public policies that can help build food systems that also are healthier, less polluting and less obesogenic, while supporting farmers and rural communities. From 2009 through 2010, Dr. Wallinga was a William T. Grant Foundation Distinguished Fellow in Food Systems and Public Health at University of Minnesota, School of Public Health. He received a medical degree from the University of Minnesota Medical School, a master’s degree from Princeton University, and a bachelor’s degree from Dartmouth College.

## Karen Washington

Activist, Advocate and President, NY City Garden Coalition

Karen Washington has lived in New York City all her life, and has been a resident of the Bronx for over 26 years. Since 1985, she has been a community activist, striving to make New York City a better place to live. As a community gardener and board member of the New York Botanical Gardens, Washington has worked with Bronx neighborhoods to turn empty lots into community gardens, often speaking out for garden protection and preservation. As a member of the La Familia Verde Garden Coalition, she helped launch City Farms Market, bringing garden fresh vegetables to her neighbors. Washington is a Just Food Board Member and Just Food Trainer, leading workshops on food growing and food justice for community gardeners all over the city. She is also Board Member and Former President of the New York City Community Garden Coalition and Co-founder of Black Urban Growers (BUGS), an organization of volunteers committed to building networks and community support for growers in both urban and rural settings. Professionally, Washington has been a physical therapist for over 30 years, and she continues to balance her professional life with community service.

## Moderator

### Craig McNamara

President, California State Board of Food and Agriculture

Craig McNamara is the President and Owner of Sierra Orchards, a diversified farming operation that includes field, processing, and marketing operations, producing primarily organic walnuts. By connecting people, policy, and agricultural best practices, Sierra Orchards works to protect agricultural land, to promote social justice, and to support the next generation of farmers. To that end, McNamara founded the Center for Land-Based Learning, an innovative program that helps high school students build greater social and human capital in their communities. He is also President

of the California State Board of Food and Agriculture and serves on the UC President’s Advisory Commission and the UC Davis Dean’s Advisory Council. In addition, McNamara is an Advisory Board Member of the Agricultural Sustainability Institute and plays an active role in the American Farmland Trust, Roots of Change, and the Public Policy Institute of California. He is the recipient of several awards including the James Irving Leadership Award, the Leopold Conservation Award, the California Governor’s Environmental and Economic Leadership Award, the UC Davis Award of Distinction, and the UC Davis Outstanding Alumnus Award.

## Facilitator

### Renata Brillinger

Executive Director, California Climate and Agriculture Network (CalCAN)

For the past sixteen years, Renata Brillinger has worked on sustainable food systems projects in a variety of capacities, and has served in numerous non-profit administrative roles since 1992. Prior to CalCAN, she was Program Director at the Climate Protection Campaign, focused on renewable energy and on agriculture. For eight years she served as the Director of Californians for GE-Free Agriculture, a coalition of sustainable agriculture and environmental organizations that provided education on genetic engineering in agriculture. She was the Sustainable Agriculture & Food Systems Project Manager for the Occidental Arts and Ecology Center. She served on the founding steering committee of the California Food and Justice Coalition, and is currently a Steering Committee Member of the Center for Sustainability at CalPoly University in San Luis Obispo.

# Day Two

## Tuesday, May 7

All programs will take place in the Krutch Theater of the Clark Kerr Conference Center unless otherwise indicated.

### Faculty and Executive Committee Working Meeting

Day Two of our symposium is an internal working meeting to engage faculty in the development of the Institute. The program is focused on more deeply exploring common themes and connections between faculty work and findings from Day One of the conference.

**8:30–9:00**  
Breakfast

**9:00–10:30**  
Discussion & Synthesis of Day One

**10:30–11:30**  
**Panel Discussion**  
Breaking Down Silos: Building a New Kind of Institute

**11:30–12:30**  
Small Group Discussions

**12:30–1:30**  
Lunch and Closing Remarks

## Panelists

### Paula Daniels

Senior Advisor to the Mayor of Los Angeles specializing in food and water policy; Visiting Professor, City and Regional Planning, UC Berkeley

Paula Daniels became a Senior Advisor to the mayor of Los Angeles in 2011, after six years as LA Public Works Commissioner, where she developed a number of Green Infrastructure initiatives, including a Low Impact Development Ordinance. Daniels has been actively engaged in California environmental policy issues for over 20 years, first becoming involved with Heal the Bay, an environmental group whose mission is to improve and protect Southern California coastal waters and beaches. Daniels was also commissioner with the California Coastal Commission, and a gubernatorial appointee on the governing board of the California Bay-Delta Authority. She founded the Los Angeles Food Policy Council, a policy-based collaborative of food system leaders working toward an environmentally sustainable, equitable, and regionally based food system ([www.goodfoodla.org](http://www.goodfoodla.org)). Daniels also teaches at both UC Berkeley and UCLA, and was recently awarded the Stanton Fellowship by the Durfee Foundation.

### Stephen R. Gliessman

Co-founder, non-profit Community Agroecology Network

Stephen Gliessman is a co-founder of the non-profit Community Agroecology Network (CAN), and has worked in Mexico, Latin America, and California for more than 40 years. As an agroecologist, he integrates science, practice, and activism. He helped establish agroecology in Mexico in the 1970's, and founded the first academic program in agroecology in the world in 1982 at UC Santa Cruz, where he is now Professor Emeritus of Agroecology. Dr. Gliessman teaches courses and seminars in agroecology in many parts of the world. He has published broadly in agroecology, including his textbook *Agroecology*, and is the Editor of the journal *Agroecology and Sustainable Food Systems*. Gliessman farms sustainably-grown wine grapes and olives with his family in southern California.

### Fred Kirschenmann

Distinguished Fellow for the Leopold Center for Sustainable Agriculture, President of Stone Barns Center for Food and Agriculture and Professor at Iowa State University, Department of Religion and Philosophy

A longtime leader in sustainable agriculture, Fred Kirschenmann is best described as a philosopher-farmer. In addition to his work with the Leopold Center and as President of Stone Barns, he also oversees management of his family's 3,500-acre certified organic farm in North Dakota and is a professor in the Iowa State graduate program in Sustainable Agriculture. Kirschenmann holds a doctorate in philosophy from the University of Chicago, and has written extensively about agriculture and ethics. He has held numerous appointments, including the National Commission on Industrial Farm Animal Production, and was a member of the first National Organic Standards Board. Kirschenmann's 2010 book, *Cultivating an Ecological Conscience: Essays from a Farmer Philosopher*, follows his writing on farming, philosophy, and sustainability.

### Bob Martin

Senior Policy Advisor at Johns Hopkins Bloomberg School of Public Health's Center for a Livable Future

Bob Martin is a Senior Policy Advisor at Center for a Livable Future (CLF) and guest lecturer at the school. CLF addresses food policy issues from a public health, environmental, and community impact at the local, state, and federal levels. Formerly, Martin was a Senior Officer at the Pew Environment Group and was the Executive Director of the Pew Commission on Industrial Farm Animal Production, a landmark, two-year study that recommends solutions to the problems caused by concentrated animal feeding operations in the areas of public health, the environment, rural communities, and animal welfare. The Commission's final report, *Putting Meat on the Table: Industrial Farm Animal Production in America*, was released on April 28, 2008. Martin has more than 30 years experience in public policy and politics at both the federal and state levels. Previously, he worked for former South Dakota Senators George McGovern, Jim Abourezk, Tom Daschle, and current, Senator Tim Johnson. In addition, he worked for then-Kansas Congressman Dan Glickman, as well as for members of the Kansas Senate Democratic Caucus.

### Kirsten Saenz Tobey

Co-founder and Chief Innovation Officer of Revolution Foods

Saenz Tobey founded Revolution Foods in 2005 with fellow UC Berkeley M.B.A. alumna Kristin Groos Richmond. Through Revolution Foods, Tobey works to develop innovative, attainable ways to fundamentally change the way Americans eat, and to increase access to healthy food for current and future generations. Seven years after its founding, Revolution Foods now serves 200,000 healthy meals daily to youth across 9 states and employs 1,000 community members. Prior to Revolution Foods, Tobey taught and led education programs in the US and Latin America and helped evaluate the scalability of school feeding programs with the United Nations Hunger Task Force in Ghana. She is an Aspen Institute Environmental Fellow, Ashoka Fellow, and member of the Culinary Institute of America's Sustainable Business Council.

## Facilitator

### Renata Brillinger

Executive Director, California Climate and Agriculture Network

See page 9.

**For a full attendee list, please visit:**  
[nature.berkeley.edu/foodinstitute/](http://nature.berkeley.edu/foodinstitute/)

# Thank you

The Berkeley Food Institute gratefully acknowledges the support of Kermit Lynch Wine Merchants for wine at the reception, to Summer Kitchen Bakeshop for food throughout the event; and to Jérôme Waag, of Chez Panisse Restaurant, Samin Nosrat, Author, Darin Jensen, Professor of Geography at UC Berkeley, and Kara Brodgesell for their creative contributions to the Symposium.

We, the staff and faculty of the Institute, also thank our donors and the Executive Committee for their dedication to developing this program. Many thanks to the Epstein Roth Foundation, 11<sup>th</sup> Hour Project of the Schmidt Family Foundation, Debra and Reza Abbaszadeh, Steve Silberstein, Anthony Bernhardt and Lynn Feintech, Robin and

Debra Hicks, Ali Partovi, Dana Slatkin, and the Rudolph Steiner Social Venture Fund for your early and generous support. Our gratitude to Deans Keith Gilless and Henry Brady for believing in this project and dedicating time and resources to the collaboration. A very special thank you to Bob Epstein for his incredible vision, energy, and sense of humor in getting the program off the ground.

The Executive Committee thanks the staff for their hard work over the past six months to meet many milestones and overcome many challenges. Thank you to Carolyn Federman, Sally Smyth, Maywa Montenegro, Kathryn Moriarty Baldwin, and the staff of the College of Natural Resources.

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## Executive Committee

Kathryn Moriarty Baldwin

Sarah Bell

Henry Brady

Liz Carlisle

Ed Dobb

Annette Doornbos

Maria Echaveste

Bob Epstein

Carolyn Federman

Christy Getz

Keith Gilless

Alastair Iles

Claire Kremen

Barbara Laraia

Kevi Mace

Michael Pollan

Sally Smyth

## Institute Staff

Faculty Directors

**Claire Kremen and Alastair Iles**

Acting Director

**Carolyn Federman**

Graduate Students in Extension

**Sally Smyth and Maywa Montenegro**

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