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**Practitioner Talks: A Conversation with Saru Jayaraman on  
Ending Subminimum Wages  
March 2, 2022 | 3:30 p.m. to 4:00 p.m. EST  
Speaker Biographies**

**Don Howard** is president and chief executive officer of The James Irvine Foundation, leading the foundation to focus on a singular goal: ensuring all low-income workers in California have the power to advance economically. Howard was previously Irvine's executive vice president, directing grantmaking activities. He serves on the Public Policy Institute of California's Statewide Leadership Council, the California Community Colleges' Chancellor's External Leadership Advisory Council, the Partnership for Public Service's Partnership West Advisory Council, and the advisory board of the California Policy Lab. Before joining Irvine in 2012, Howard was a partner at the Bridgespan Group, where he served as a strategic adviser to nonprofit and foundation leaders and led Bridgespan's San Francisco office for more than a decade. Earlier in his career, he helped corporate leaders formulate strategies and improve the effectiveness of their organizations as a principal at Booz Allen Hamilton and later as a managing director at Scient Corporation. Howard earned his bachelor's degree in industrial engineering at Stanford University, where he also obtained his master of business administration degree from the Graduate School of Business. He has written about, spoken about, and taught classes on issues of philanthropic strategy, nonprofit management and funding, and social entrepreneurship. As a volunteer, he has been an activist around HIV and other health-related issues, previously having served on advisory boards at the San Francisco Department of Public Health; University of California, San Francisco; and the National Institutes of Health. He has acted as an adviser to the boards of several San Francisco community organizations and served on the board of the San Francisco AIDS Foundation. Howard also has worked extensively outside the United States, including in a volunteer posting with a United States Agency for International Development–sponsored initiative to provide business advice to private enterprises in Central Europe.

**Saru Jayaraman** is the president of One Fair Wage and director of the Food Labor Research Center at the University of California, Berkeley. After 9/11, together with displaced World Trade Center workers, she cofounded the Restaurant Opportunities Center (ROC). ROC grew into a national movement of restaurant workers, employers, and consumers. She then launched One Fair Wage as a national campaign to end all subminimum wages in the United States. The story of Jayaraman and her work founding ROC have been chronicled in the book *The Accidental American: Immigration and Citizenship in the Age of Globalization*, and the story of the One Fair Wage campaign has been profiled in the new film *Waging Change*. Jayaraman is a graduate of Yale Law School and the Harvard Kennedy School of Government. She was profiled in the *New York Times* Public Lives section in 2005 and was named one of *Crain's* 40 under 40 in 2008, 1010 WINS's newsmaker of the year, and one of *New York* magazine's "influentials" of New York City.

She was also included in CNN's top 10 visionary women, was recognized as a champion of change by the White House in 2014, won a James Beard Foundation Leadership Award in 2015, and was named visionary of the year in 2019 by the *San Francisco Chronicle*. She has appeared on CNN with Soledad O'Brien, *Bill Moyers Journal* on PBS, *Up* with Chris Hayes on MSNBC, *Real Time with Bill Maher* on HBO, *Today*, and *NBC Nightly News* with Brian Williams. Jayaraman is also the author of four books, *One Fair Wage: Ending All Subminimum Pay in America* (The New Press, November 2021), *Bite Back: People Taking on Corporate Food and Winning* (University of California Press, 2020), *Forked: A New Standard for American Dining* (Oxford University Press, 2016), and *Behind the Kitchen Door* (Cornell University Press, 2013). She attended the Golden Globes in January 2018 with Amy Poehler as part of the Time's Up movement to address sexual harassment.