

Business for Impact

GEORGETOWN UNIVERSITY McDonough School of Business



Pathways to Purpose

Led by

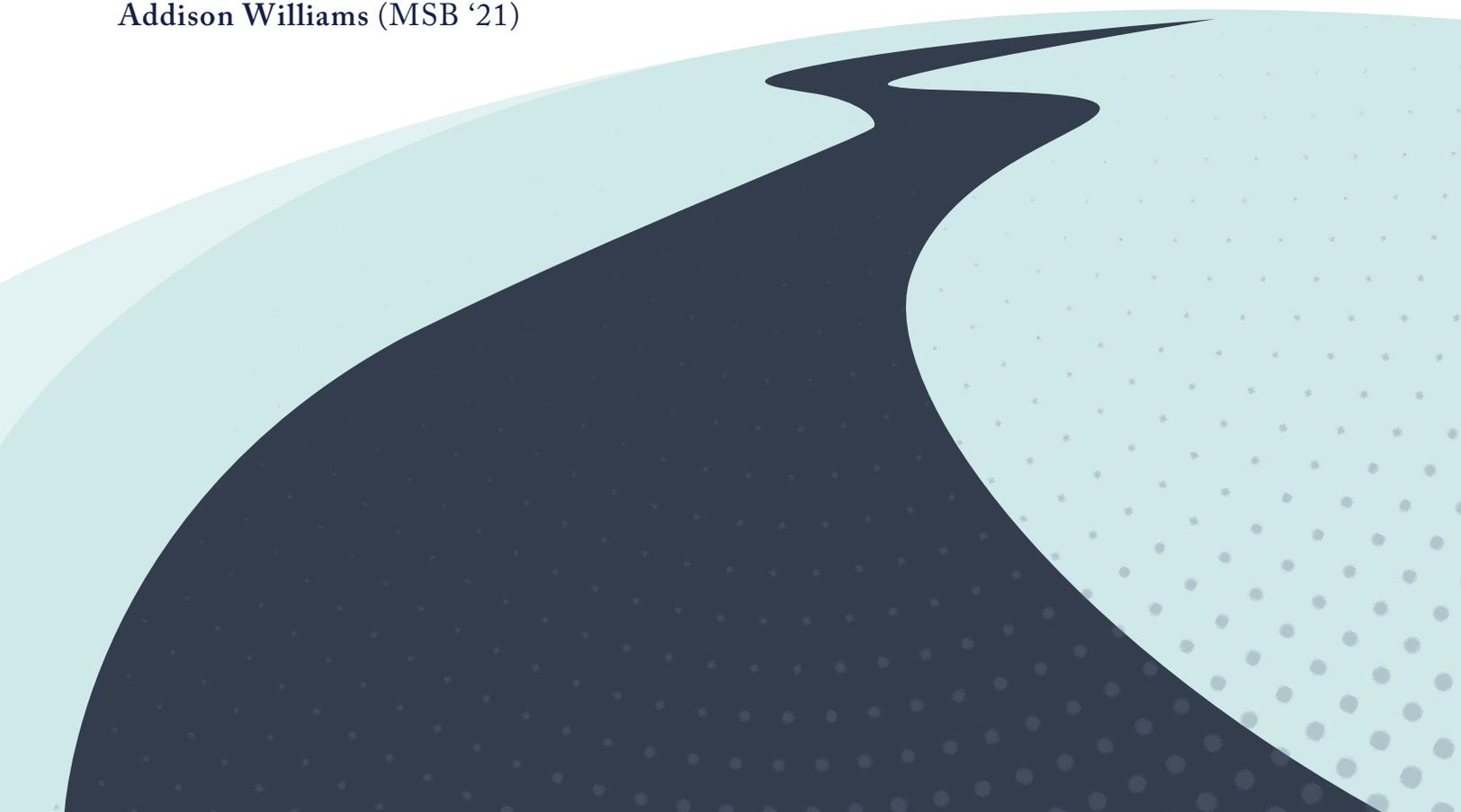
Ben Wrobel (MSB '21)

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Building Pathways to Impact at Georgetown

The MBA program at Georgetown University's McDonough School of Business prides itself on being a hub for future leaders who will make an impact in their career.

From our first days on campus (or these days, on Zoom), students learn that ethics and corporate social responsibility are woven throughout the curriculum. In prior years, Georgetown McDonough was [ranked eighth](#) in the United States on corporate social responsibility by The Financial Times. Our program regularly places ahead of other top-tier MBA programs when it comes to graduates entering nonprofit or social impact careers (see chart below). Net Impact is one of the largest student organizations on campus.

PERCENT OF FULL-TIME GRADUATING CLASS - 2019

 GEORGETOWN UNIVERSITY McDonough SCHOOL of BUSINESS	5%
 STANFORD GRADUATE SCHOOL OF BUSINESS	5%
 HARVARD BUSINESS SCHOOL	5%
 Wharton UNIVERSITY of PENNSYLVANIA	3.3%
 Yale University School of Medicine	2.6%
 Columbia Business School	1.4%

That said, the pathway from graduation to an impact-driven career is not always clear. Over the course of more than two dozen interviews with current and former Georgetown McDonough students, as well as a focus group, students describe a number of common challenges to landing a career with meaning after graduation:

- Students who enter school with a notion to pursue social impact often find that there is no clear “path” to landing an impact-oriented job after graduation. They find themselves drawn into industries that offer a clearer set of directions from the first month on campus, like consulting, real estate, or finance.
- The vocabulary that we use to talk about careers does not always apply when it comes to social impact. For example, at the McDonough School of Business, we talk about potential careers in terms of roles and functions. But there are relatively few careers that have roles or functions specifically in impact.

To help fill this gap and de-mystify some of these issues, we have created a pilot series of Career Pathway Profiles featuring Georgetown McDonough graduates who have found meaningful work in an impact-oriented job that utilizes their past professional experience and skills developed at business school.

These profiles will help define what an impact-driven career looks like, in the words of McDonough graduates. We hope they will illuminate a few pathways to impact in the first few years after graduation.

Thank you to Business for Impact and Net Impact for the support in putting this project together.



BEN WROBEL



CARSON ROLLERI

Reach out to learn more about impact-driven careers at Georgetown:

To join the Net Impact club — car323@georgetown.edu

To get involved with Business for Impact — businessforimpact@georgetown.edu

To learn more about this project or any of these alumni, contact

Ben Wrobel — bsw38@georgetown.edu

RHETT SMITH (MBA '17)

Industry: Education

Where he works: Roxbury Prep (Uncommon Schools)

Job Title: Director of Operations

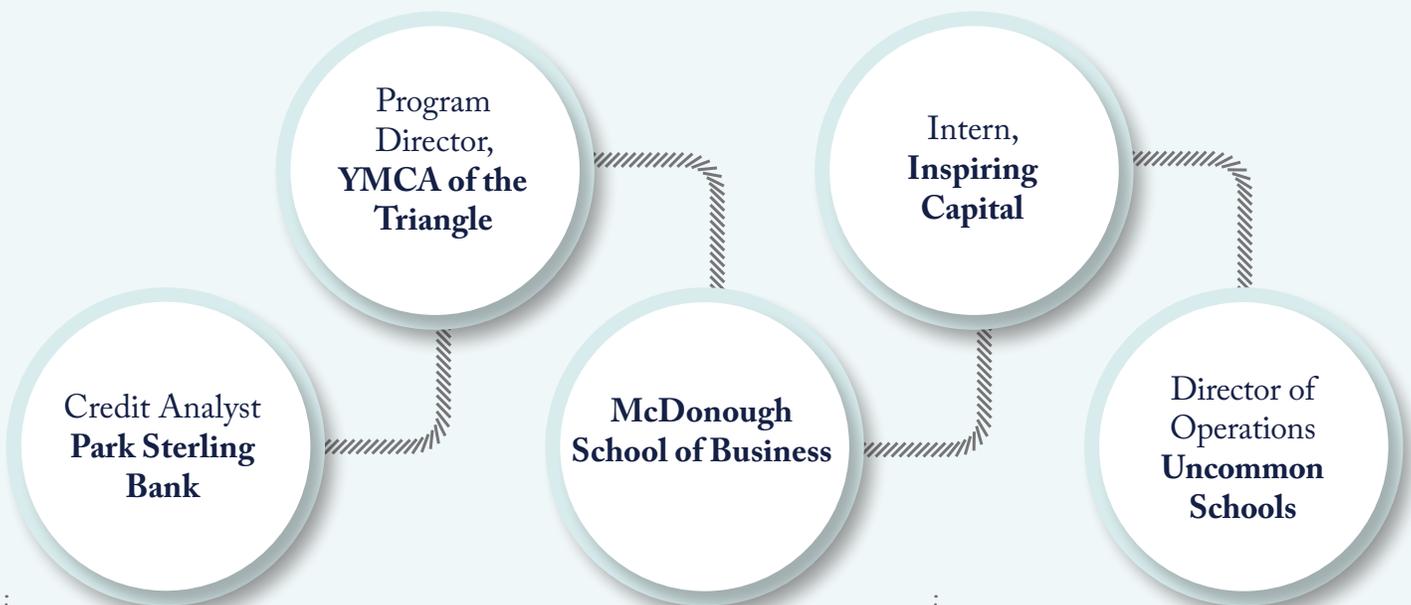


Schools are large and complex institutions with business goals directly tied to the life outcomes of students. Uncommon Schools is a network of charter schools on the East Coast that serves tens of thousands of students a year and has seen remarkable results: 82% of their student population is economically disadvantaged, yet they have managed a 99% college acceptance rate over 20 years.

As operations leader at Boston's Roxbury Prep, Smith focuses on the business side of the school, with wide-ranging responsibilities from hiring to student retention to financing.

Job Functions: Operations // Strategy // Finance

SMITH'S CAREER PATHWAY



“I think of business school as the bridge between the two very distinct careers that I had before. After college I went into finance for four years and just hit that point where I felt like I was done. I totally flipped and became a director at a summer camp for a couple years.”

Useful classes:

Social Entrepreneurship
(Melissa Bradley, adjunct professor);

Negotiations
(Michael Fitzgerald, professor);

Fundamentals of Finance
(Lee Pinkowitz, associate professor)

“I met the founder of Inspiring Capital at a Net Impact conference and applied shortly after that. Something I would encourage people to realize is that even if you get an offer in October or March and you think it's the last offer you're going to get, it won't be; that's ridiculous. The reality is that some opportunity will always come along. Pick the right job, not the first one.”

CAREER ADVICE FOR MBAS:

Ask alumni about their career arcs, not just their current positions. “For most people you network with in business school, their current careers are not where they will be forever. I wish I had asked more questions about career trajectories when I was networking. How did this person get to where they are and what does he or she think they will do next? How will their current job prepare them for the future?”

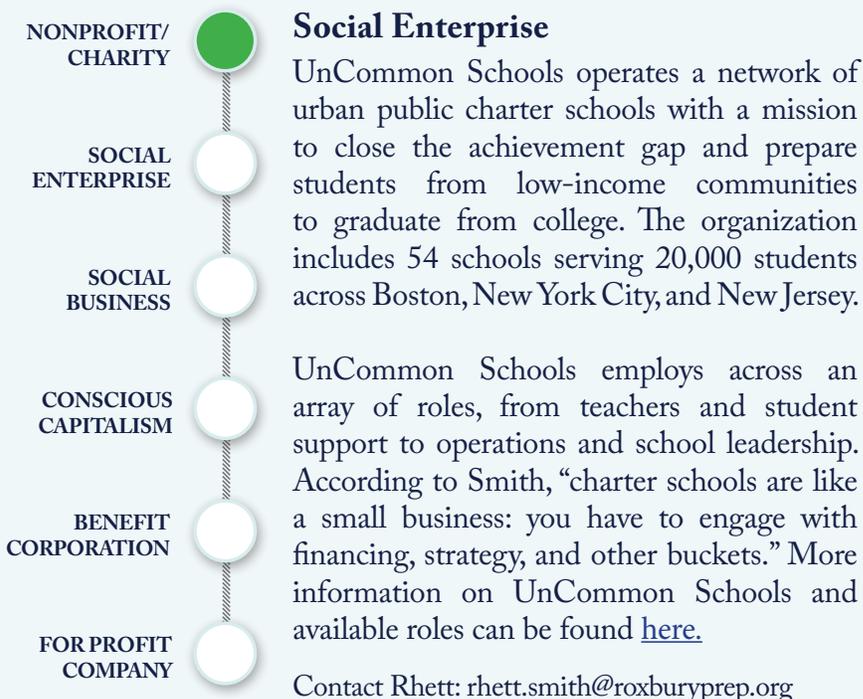
You took a bet on yourself for business school, take a bet on yourself for employment. “The private sector will give you comfort and security, but “impact” sectors like education will give you outcome dividends: fulfillment, gratitude, a daily challenge, a competitive salary and benefits package, and an enjoyable work-life balance. There is an immediate impact on efficacy, development, and tangible growth that you won’t find at more established firms.”

Focus on problem-solving with a strategic lens. “The MBA at Georgetown offers a lot of different paths, but it’s important to adhere to the hard skills of operations and finance as well as the soft skills of management, presence, and negotiations. When you’re managing people, you will be thrown into a negotiation situation at any given moment on any given day, and you don’t want to ever find yourself in a position of either caving in to every request or of being someone your staff can’t approach.”

IN HIS WORDS:

“As an operations leader, I can make an immediate impact on the efficiency and efficacy of the school. I didn’t come into the role thinking I could solve the educational achievement gap; that’s ridiculous. But I can figure out how to make a single school run well and get students at that school onto an equal playing field, regardless of their skin color.”

THE IMPACT SPECTRUM: Uncommon Schools



AMIE FLEMMING (MBA '19)

Industry: Conservation Finance & Impact Investing

Where she works: Quantified Ventures

Job Title: Senior Associate



Conservation finance sits at the intersection of finance and impact. At Quantified Ventures, Flemming oversees and consults on capital investment projects that drive land conservation and economic development.

She works with foundations and municipal or state governments to help quantify the outcomes of conservation projects and to develop the business case for investors and public officials to commit their capital. Quantified Ventures also works in the health and social sectors.

Job Functions: Strategy // Finance // Consulting

FLEMMING'S CAREER PATHWAY



“After graduating college I took a role in fundraising for an environmental nonprofit in San Francisco. I was super passionate about the work – and still am! – but I got frustrated with fundraising. I kept thinking about what kind of change we would be capable of making if we could think about our funding differently, beyond the constraints of grant deadlines or a major donor’s pet project. That thought eventually got the better of me, and that’s what brought me to business school.”

Useful classes:

Impact Investing, Social Entrepreneurship (*Melissa Bradley, adjunct professor*);
Sustainable Operations (*Vishal Agrawal, Provost’s Distinguished Lapeyre Family Associate Professor*);
Financial Analysis for Managers and Investors (*Jason Schloetzer, associate professor*)

The National Park Service MBA Business Management Consultant position is a role at the NPS in partnership with Inspiring Capital, a social sector consulting firm based in New York City.

CAREER ADVICE FOR MBAS:

Learn business acumen for its own sake. “As someone who didn’t have a traditional business background, I wanted to take classes in traditional business topics for the sake of exposure. I took private equity for example, and it was totally bewildering at first. But that perspective, of learning what drives decisions in situations that I’d had almost no exposure to, is fundamental to understanding why and how capital drives business. And that private equity exposure can dovetail nicely with, say, classes on impact finance, which is what I actually care about.”

Go past your comfort zone in business school. “I am not the loudest person in the room. There were a lot of times in the business school classroom where I chose not to speak in class or on a team I chose to do more of the ‘behind the scenes work’ because that felt like that was a safer space to pull my weight. Business school was a good place to test what leadership can look like when you’re not the alpha in the room – and in retrospect, I could have done that a lot more, since I still deal with that imposter syndrome. Business school is a critical time to find what it means to be a leader within your personality and persona in a way that’s authentic.”

There are trade-offs to impact work. “I don’t make nearly as much money as I could coming out of business school, and I knew that could happen. Should I have gone for a more traditional finance or consulting job? Maybe. But would that get me out of bed in the morning? Probably not. I work a lot, probably as much as my peers, and for less money, but I care deeply about this work and that really matters to me. At some point your heart knows where it wants to be or what it wants to be doing, and you can’t shy away from that.”

IN HER WORDS:

“A lot of the work I currently do is about using outdoor recreation as a driver for economic development. For example, thinking through the spending habits of an individual biker when he or she travels to a mountain biking trail: What attracts that biker to the region? Where do they spend their money? How much of that money is staying local, and how will it impact the local economy? We want to tell the full story of the economic benefit that conservation will have to a region – from increased sales tax to local commerce – to broaden the conversation about who can benefit from these types of projects.

Day to day, my job can be a lot of interviewing and gathering data, or building the economic case that might bring new payers to a deal. Our goal is to measure anything we can to convey impact. We are not brokers or financial advisors, so we don’t issue debt or broker deals. But we are thought partners for a lot of these cities and organizations to think through financing their projects differently.”

THE IMPACT SPECTRUM: Quantified Ventures

NONPROFIT/
CHARITY



SOCIAL
ENTERPRISE



SOCIAL
BUSINESS



CONSCIOUS
CAPITALISM



BENEFIT
CORPORATION



FOR PROFIT
COMPANY



Hybrid:
Social Business /
Conscious Capitalism

Quantified Ventures (QV) is a social business in nature that also partners with other organizations across the country to encourage conscious capitalism.

QV is an outcomes-based capital firm that drives transformative health, social, and environmental impact.

Contact Amie:
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GENEVIEVE RYAN BELLAIRE

(MBA'15, JD'15)

Industry: Social Entrepreneurship, Tech

Where she works: Realworld

Job Title: Founder & CEO

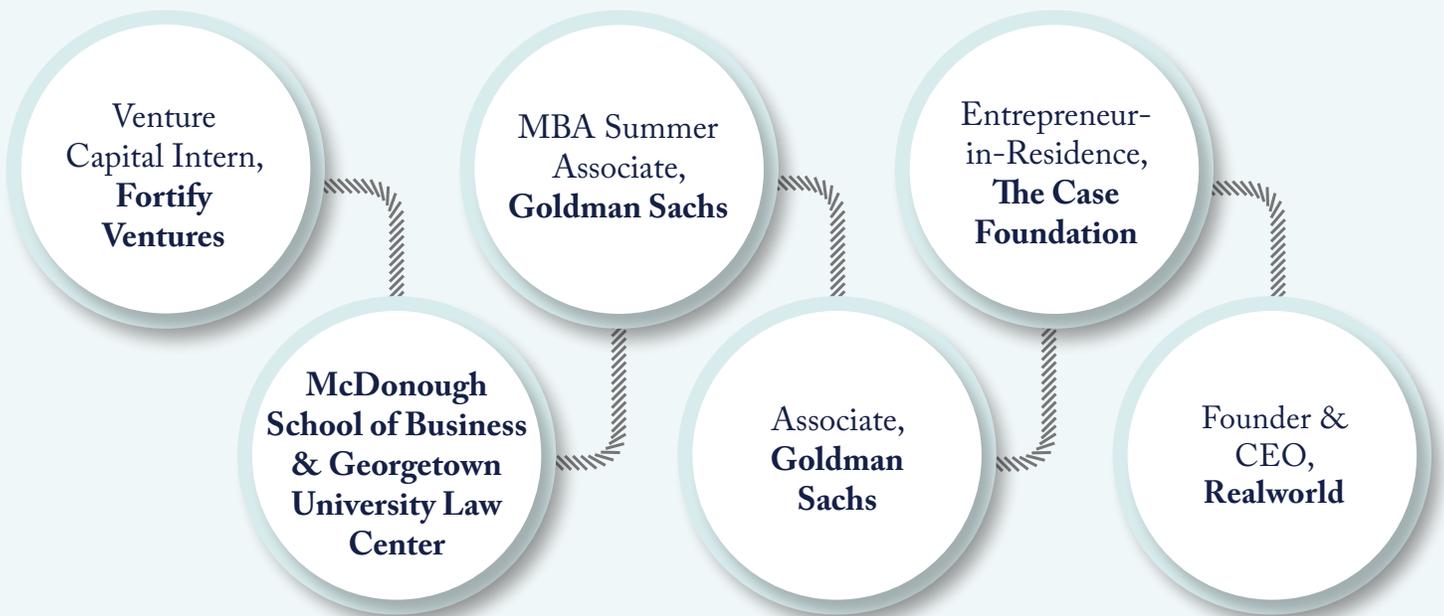


High school and college do not prepare people for “real world” skills like finding an insurance plan, paying taxes, or getting a loan.

Bellaire founded Realworld, a majority-female owned and operated startup as a centralized platform to help young people navigate major life moments. Her goal is to build “a single sign-on for adulthood.” Realworld operates as a B2B2C company, selling subscription services to universities or other large organizations of young people – who then provide the services to their students and young employees.

Job Functions: Strategy // Finance // Management

BELLAIRE'S CAREER PATHWAY



“I actually came to McDonough straight after graduating from college. I went from Princeton into the law and business programs. It really wasn’t until I finished up Georgetown and started my first job at Goldman Sachs that I was really making that first full transition to the workforce.”

Useful classes:

Negotiations (*Christopher Voss, adjunct professor*);

Startup Factory, Innovation and Intrapreneurship (*Eric Koester, adjunct lecturer*)

“I dove deeply into the venture capital opportunities on campus. I joined VCIC, StartUp Hoyas, InSITE Fellows, Entrepreneurship Club, Business for Impact, and Net Impact.”

CAREER ADVICE FOR MBAS:

Make sure you actually care about what you're building. “Unless you can find a ‘make money overnight’ company, building businesses takes a lot of time, a lot of hard work to find the right people, and real conviction around what you're doing to get people to invest in you; it's exhausting. You have to feel like what you're building is something you want to be doing for the next four to 10 years. And if it's not, think twice: there are lots of ways to make money and there are lots of ways to make an impact, but building a business is something that truly is all consuming. You have to be all in.”

Take all the time necessary to explore your new market. “I took a year to really understand the space as an entrepreneur before writing the first line of code. I spent my time interviewing thousands of people – students, parents, employers, university administrators – to try to develop a business model that would support this new product category. It took a lot of time and space to put all of our ideas together and start gathering capital. I'll be forever grateful to the Case Foundation for giving me a platform to really go deep.”

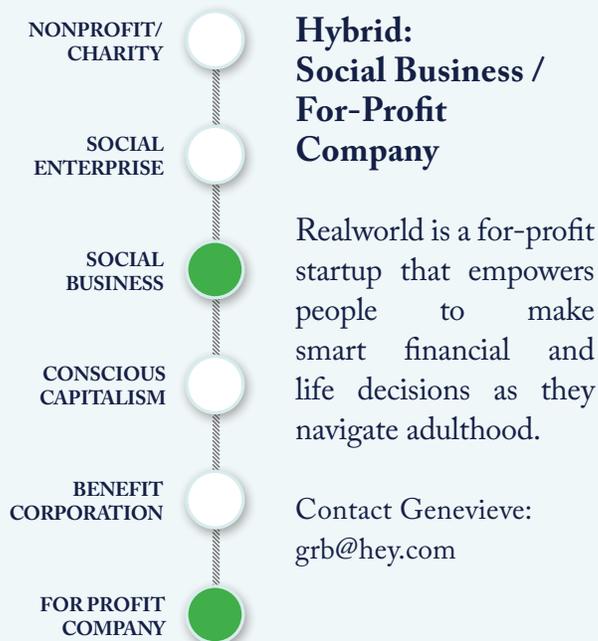
Keep the vision large and the execution strategy narrow. “We have a really big vision at Realworld which is exciting and gets people interested, but we have to remember to take it all one step at a time. At the early stages, it's important to be as narrow as possible in terms of teasing out concepts and understanding your role and the space: what you are currently doing and not doing. Otherwise you'll just burn out. The earlier that you can make these scoping decisions, the better.”

IN HER WORDS:

“I went to Goldman Sachs after I graduated because I knew I wanted to gain business experience working at a top-notch company before getting into the entrepreneurial world. While I was there, I discovered this interesting opportunity in their 10,000 Women Project that really changed everything for me. Goldman Sachs made a \$100 million corporate engagement effort to build out business and management education for women entrepreneurs around the world, almost like a mini-MBA for 10,000 women entrepreneurs.

I threw myself into that space by outreaching and networking my way onto the team. I got to watch founders building businesses in these insane environments where women typically can't even own property, let alone a business. It was through that work that I formalized my idea to build something on my own that was high impact and would create economic opportunities for others.”

THE IMPACT SPECTRUM: Realworld



KEVIN CHAN (MBA '14)

Industry: Nonprofit Management & Policy Advocacy

Where he works: Green & Healthy Homes Initiative

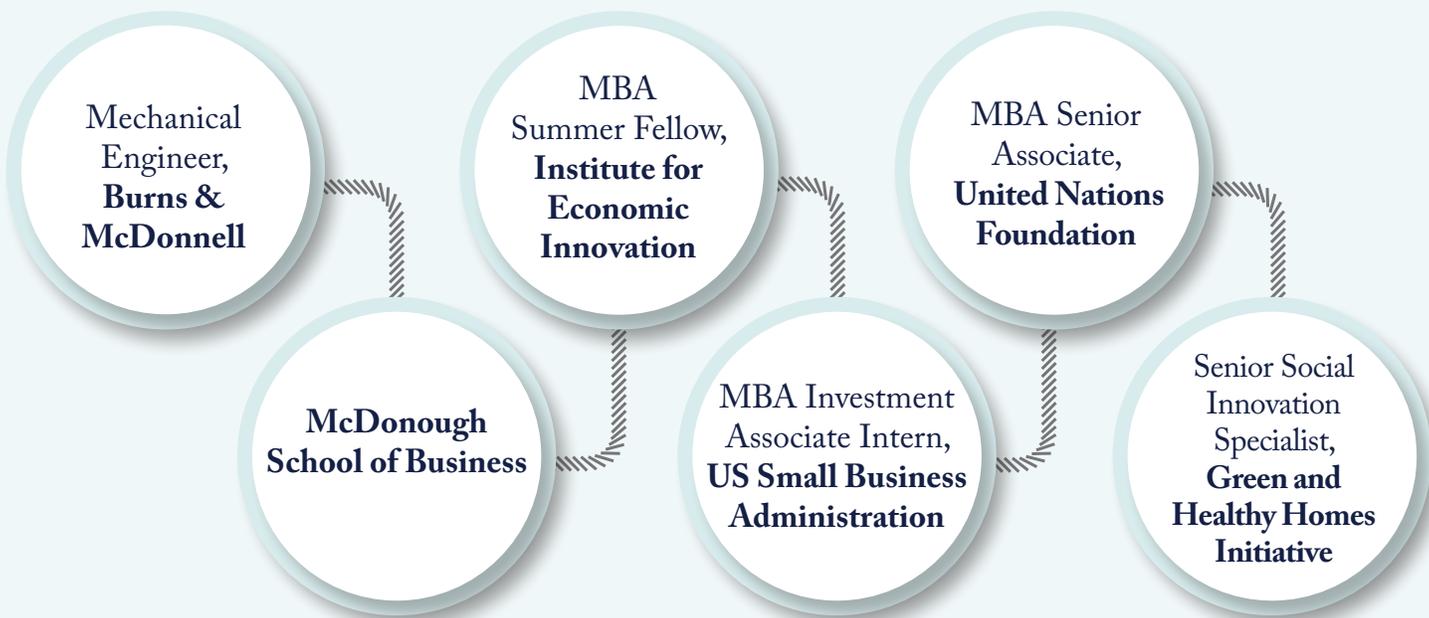
Job Title: Senior Social Innovation Specialist



In America, your ZIP code can carry more weight on your health outcomes than your genetic code. Chan works at the Green & Healthy Homes Initiative, a nonprofit working to improve the social determinants of health, specifically the link between unhealthy housing and unhealthy families. As an innovation specialist, Chan provides technical assistance to organizations around the country that are building healthy homes programs and exploring innovative ways to finance them. He “outcomes-based” finance projects, coordinates partnerships between policymakers and healthcare providers, develops financial models related to public health, and advises on grant compliance.

Job Functions: Management // Finance // Operations // Compliance

CHAN'S CAREER PATHWAY



“Before business school I was in engineering. McDonough was always going to be a way for me to transition into the nonprofit social sector.”

Useful classes:
Impact Investing, Social Entrepreneurship, Accelerating Innovation (*Melissa Bradley, adjunct professor*);
Fundamentals of Finance (*Lee Pinkowitz, associate professor*);
Valuations (*Sandeep Dahiya, Akkaway Associate Professor of Entrepreneurship*)

“I found it effective to do as many internships and part-time jobs as possible. In my second semester, I was doing 10-hour internships while I was finishing classes, which was really cool. I was just getting as much experience as I could.”

“Even though we’re a nonprofit, our work follows a consulting model. We work with most organizations on a contract-basis, and I spend most of my day-to-day work managing projects throughout their analysis process. Everything – from engagement to management – is client-facing.”

CAREER ADVICE FOR MBAS:

Take the opportunity to make impact your full-time job. “When I was working as an engineer, I was doing a lot of volunteering on the side, mostly working in school mentorship programs. I realized that work was a lot more fulfilling than what I was doing for my actual job, coming up with equipment pricing and specifications at a refinery. So I decided to follow that feeling of making an impact and turn it into a full-time job. A lot of people seem to think the only path [to giving back] is to work in the corporate sector, make money, and then donate it back. That’s the only paradigm that’s presented to us. I always wonder, though, why do that if I can be making an impact in my day to day life?”

Your work will always be tied to your mission – but also to your funders. “Just before COVID-19 hit, we were planning to branch out to new, different services. But now a lot of public health agencies are in complete COVID-response mode, so a lot of the public health funding is in a very similar situation. We are now pivoting to react to these new funding opportunities, rather than following our original business plan from last year. This is something a lot of nonprofits have to deal with, especially when funding is so tied to a certain program or service. Ideally, nonprofits would benefit from more unrestricted funding so they can be more internally flexible, and I do think the sector is catching up to that reality. But for now, we have to pay close attention to our funding opportunities.”

IN HIS WORDS:

“We work to highlight the social determinants of health. That means thinking about everything outside of the hospital room, outside of the four walls of the doctor’s office, that affects people’s health and has a direct effect on the bottom line of the healthcare system: things like minimizing lead poisoning for children or preventing injuries for those aging in place.

For example, we’ve worked with Medicaid to help them invest in programs that produce a return by way of cost savings: less patients in the hospital, etc. This can happen in ways we don’t normally consider, like installing an air conditioning unit in a child’s bedroom as a preventative healthcare expense.

In our D.C. office, we work with policymakers at the federal, state, and local levels to think about ways that they can use policy to drive investment in home healthcare programs and services. We also partner with nonprofits on the ground to build out their services and programs; we do a lot of business development for these organizations, looking at ways that they can leverage data to do things like assess the ROI of a new partnership with Medicaid or a private insurance company.”

THE IMPACT SPECTRUM: Green and Healthy Homes Initiative



GABRIELA PRUDENCIO (MBA '16)

Industry: Nonprofit Management & Healthcare

Where she works: National Alliance for Caregiving

Job Title: Hunt Research Director



One in five Americans are “family caregivers” – meaning they provide assistance to an adult or a child with special needs. Prudencio works at the National Alliance for Caregiving (NAC), a nonprofit coalition of national organizations focused on family caregiving, where she leads a research portfolio that informs policies and programs to improve the lives of caregivers and those under their care. Her work spans research on healthcare, disability, aging, and long-term care sectors.

Job Functions: Management // Research

PRUDENCIO'S CAREER PATHWAY



“After I completed my first master’s degree, I moved internationally and worked in different countries for almost a decade. While I was making my living abroad, I realized it was the small farmers and entrepreneurs that were most interesting to me. I decided to pursue an MBA to be more effective in engaging the private sector in developing products and services that can improve the lives of vulnerable people.”

Useful classes:

Impact Investing, Social Entrepreneurship, Accelerating Innovation (*Melissa Bradley, adjunct professor*);

Global Supply Chain Management (*Ricardo Ernst, Baratta Chair in Global Business*)

“When I finished my MBA, it took me almost a year to find a job because all of the possibilities can make finding a job very confusing. I’ve always known that it would be impossible for me to wake up, motivated and ready for the day, if I were not doing something that was socially-oriented.”

CAREER ADVICE FOR MBAS:

Do your homework. Prioritize the interview. “Business school is busy! When I was interviewing, I was often trying to do too much. I thought I could prepare for a meeting, do work with my classmates, and finish an application; but that doesn’t always work. I remember one classmate and I were going for the same position and she went way farther than I did because she actually spent hours reading the company’s papers and was then able to make that human connection in the interview room. I wish I had done more for each of the interviews I truly cared about.”

School connections will keep finding a way back into your life. “Georgetown offers some hands-on consulting projects, and the one I worked on was with AARP. Unfortunately, the project we worked on was cancelled, but one year later I interviewed at AARP for a full-time position and the interviewer remembered me from the internship. I ended up getting a position, possibly because of that prior exposure.”

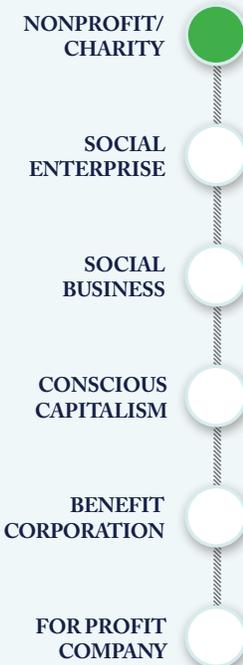
This path requires inward searching. “There are plenty of jobs that make a social impact at Starbucks or Walmart or other large companies, but they aren’t always obvious. If your goal is to find a social impact job, you need to carve your own path. My work with Net Impact gave me a network I still rely on to this day; it helped me consider what I wanted my path to look like, even if I had to carve it myself. Otherwise, I could’ve gotten ‘over-excited’ and ended up in a job I didn’t want.”

IN HER WORDS:

“I manage a research collaborative of about 40 top-notch researchers whose focus is family caregiving. The other aspect of my work is leading and managing NAC’s research studies.

I still talk to my friends at Georgetown McDonough in the impact space about how larger and smaller institutions operate very differently. At a larger organization, there are bureaucratic setbacks but there is also consistency. Smaller organizations are more nimble, but they may lack processes in place. Both have pros and cons, but it’s certainly something to think about.”

THE IMPACT SPECTRUM: National Alliance for Caregiving



Nonprofit/Charity

As a nonprofit coalition, NAC focuses on advancing family caregiving through research, innovation, and advocacy. One of their major goals is to increase public awareness of family caregiving issues. They support a network of more than 80 state and local caregiving coalitions.

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gprudencio01@gmail.com

SURABHI AGRAWAL (MBA '16)

Industry: Consumer Goods & Retail

Where she works: Starbucks

Job Title: Senior Manager, Coffee Sustainability

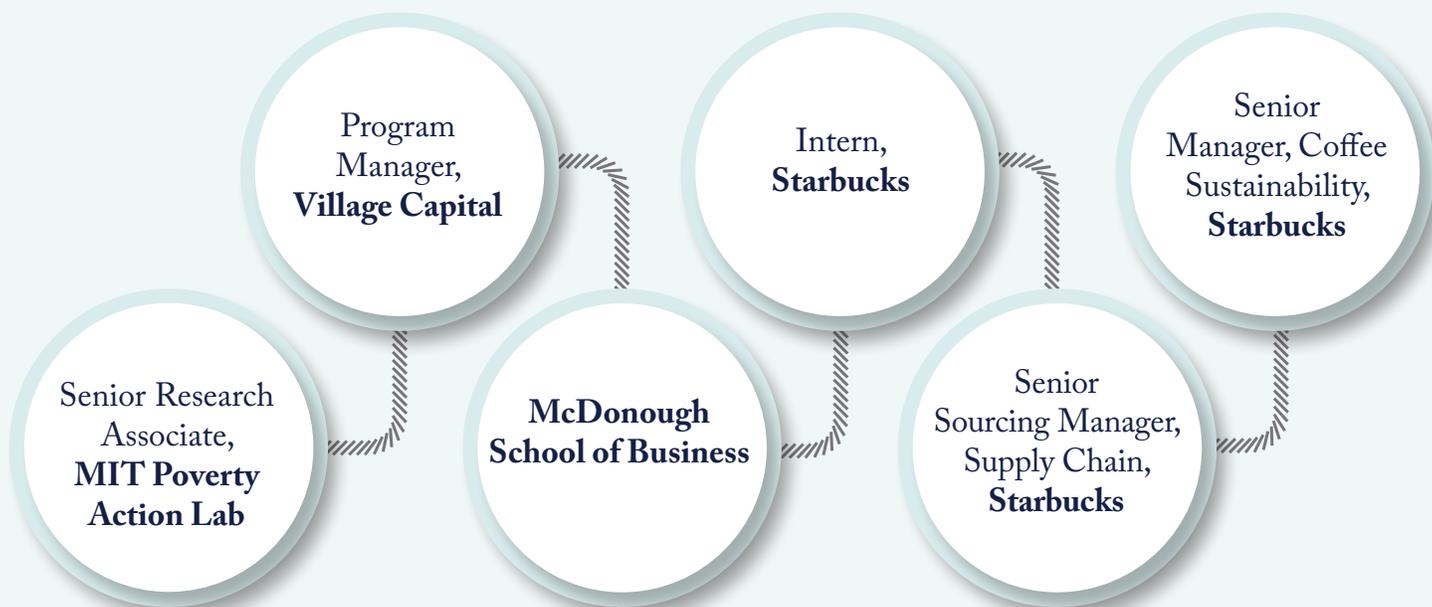
Starbucks has a goal to become resource positive and reduce their carbon, water, and waste footprint by 2030. As part of the coffee sustainability team, Agrawal is leading this effort in the coffee supply chain, focused on reducing the footprint of on-farm activities, improving the environmental ecosystem in farming communities, and piloting digital tools to improve farmer livelihoods.

Before this, she launched digital coffee traceability at Starbucks, using blockchain technology to link the data to share the information from bean to cup, with both customers and farmers. Agrawal has been working in Starbucks' supply chain since landing an internship as a McDonough student.

Job Functions: Strategy // Supply Chain // Marketing



AGRAWAL'S CAREER PATHWAY



“When I came to Georgetown I had a background in international development, working on microfinance and weather insurance. I was really interested in food systems and international supply chains, and I knew the impact companies could have if they analyzed their supply chain in an ethical and responsible manner.”

Useful classes:
Impact Investing
(Melissa Bradley, adjunct professor);
Supply Chain
(Ricardo Ernst, Baratta Chair in Global Business);
Data Analytics
(Volodymyr Babich, professor);
Marketing 100
(Prashant Malaviya, senior associate dean of MBA programs and professor)

“I met Starbucks at a Consortium conference. When I was hired full-time, they placed me in a position that surprised me: sourcing coffee equipment. I thought, ‘Wow, what am I doing here?’ as I didn’t have an engineer background. Ultimately, I was grateful because I became closer to the coffee team. I’ve been more productive in my current role after working in a core supply chain function like sourcing. Having that knowledge gave me the understanding that as we’re creating that system level change, it needs to be done through a business lens to have a sustained impact.”

CAREER ADVICE FOR MBAS:

There's value in gaining core business experience. "You can't do anything alone. You have to understand the business in order to effectively advocate for doing something different: What are other internal teams struggling with? What do your suppliers need? There's value in learning how the core business side of a corporation works before you work in sustainability. I've seen impact programs that are not as effective because they don't have a strong business case."

Check the date on a company's last social impact report. "Try to find a company that 'walks the talk' when it comes to impact. Lots of companies have language about people and purpose. But put that to the test. Check how often they update their social impact report: is the last version from 2014? Talk to employees at the company before making a decision — with alumni, you can ask the question directly."

Marketing is universal. "Marketing 101 was more useful than I expected. Whatever you do, if you're advocating for a product or a process, you'll have to think about how to connect with all the different groups and engage different stakeholders. In the end, you are dealing with people."

IN HER WORDS:

"I work in the core business group of Starbucks global coffee, tea, and cocoa, within the coffee sustainability team. I have had the privilege to travel to coffee farms and connect with farmers about the journey of their coffee and the challenges they face. Starbucks has a deep ethical sourcing commitment and we know the names of all the farmers that we buy our coffee from. Part of my work has been linking the data pieces using blockchain technology, to connect this information to the final bag of coffee for digital traceability.

Now, I have the privilege to work on coffee supply chain sustainability as it connects to the environment. This is a massive undertaking, and we know we cannot accomplish it alone. It is my role to connect the dots with potential partnerships in order to achieve the mission.

I love working at the intersection of supply chain and sustainability because there is space for innovation and I am constantly learning. I would have never imagined leading a project that is testing the potential of what blockchain has to offer in the supply chain. In the last month, I became a climate reality leader and will soon be attending Al Gore's conference on regenerative agriculture. The ag-tech/precision-agronomy space is booming, and I am leading the workstream on agile development – test and learn quickly to see what is most impactful for coffee farmers. This is my dream role as I am connected to the core business of Starbucks – coffee supply chain – while driving impact on the ground."

THE IMPACT SPECTRUM: Starbucks



CHRISTINE RODDY (MBA '18)

Industry: International Development / Impact Investing

Where she works: AlphaMundi Foundation

Job Title: Executive Director



Roddy is executive director of the AlphaMundi Foundation, which works to improve the lives of the poor by scaling private investment in social enterprises. The foundation was created in 2016 as a nonprofit sister organization to the pioneering impact investing fund AlphaMundi Group, working to support and de-risk the group's investments. As executive director, Roddy leads the organization in delivering business advisory services, impact measurement support, and women's economic inclusion efforts to small and medium-sized enterprises in emerging markets.

Job Functions: Strategy // Operations // General Management

RODDY'S CAREER PATHWAY



“When I came to Georgetown McDonough, I had a background in international development and internal strategy consulting. I decided I wanted to stay in the social impact space but with an organization that was working in sustainable development with the private sector. The impact investing sector is a great space to look for career opportunities working at the intersection of profit and purpose.”

Useful classes:

Impact Investing, Social Entrepreneurship (*Melissa Bradley, adjunct professor*);

Valuation (*Lee Pinkowitz, associate professor*);

Life of Work (*Doug Holladay, Heinz Christian Prechter Executive in Residence*)

“I came across AlphaMundi through the Georgetown network. My boss co-taught an impact investing class with Professor Bradley at American University a few years ago. When I saw the job announcement for a foundation director position, I was able to leverage my relationship with Professor Bradley to learn more about her experiences with AlphaMundi and their global team.”

CAREER ADVICE FOR MBAS:

Don't be afraid to lean into the quantitative classes. "As a self-proclaimed poet when I joined Georgetown McDonough, I was intimidated going into most of the required quantitative classes. I would encourage all poets to take stretch classes in addition to what's required in the core curriculum in strategy, economics, and finance. They will serve you well in whatever path you decide to pursue after you graduate."

Get comfortable with public speaking and networking. "So much of my current role includes external stakeholder engagement, including speaking on panels and representing AlphaMundi at forums and conferences. Effective and compelling communication means so much more than fancy PowerPoint skills; it requires the ability to adapt your messaging and industry jargon for audience groups coming from different backgrounds and levels of expertise. Use this time at McDonough to become comfortable at networking, public speaking, and adapting your messaging to different audiences."

IN HER WORDS:

"In my job I get to think about how to open up a more inclusive process for impact investing. AlphaMundi addresses the massive emerging market challenge of the 'missing middle,' or the funding gap that exists for small and medium enterprises, like artisans or small farms, that are too big for microfinance and too small or too risky for regular banks and private equity firms.

These missing middle businesses usually need medium- to long-term financing in ticket sizes that range from \$100,000 to \$2 million. There is a pervasive lack of capital providers in this range, so these business owners are often stuck funding their growth from internally generated cash flow. That is where AlphaMundi comes in.

We have a hybrid organizational structure the AlphaMundi Group donates 20% of net annual profits to the foundation, while the foundation raises additional grant capital to enhance the capacity of and de-risk current and prospective investees of the group."

THE IMPACT SPECTRUM: AlphaMundi

