

BROWN BROTHERS HARRIMAN

WOMEN & WEALTH

Magazine



Women *to watch in*

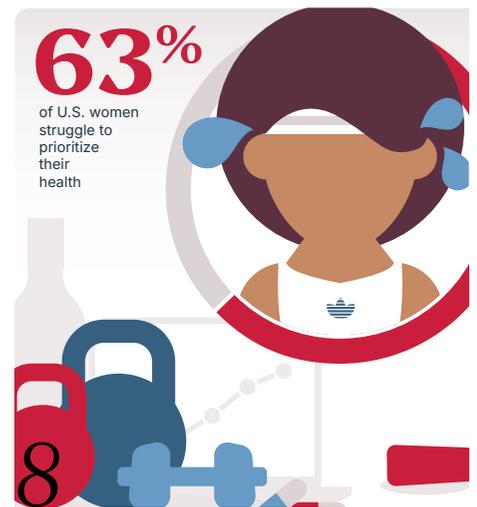


2025



Spring 2025

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WOMEN & WEALTH Magazine

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Allison Young Chavez. Row 3: Ripley Rader.
Row 4: Charlotte Cruze, Lindsay Goodstein,
Allie K. Miller. Row 5: Bonnie Brennan.

A LETTER TO OUR READERS

Dear clients and friends,

Spring has sprung! We hope you're finding time to enjoy all that this beautiful season has to offer.

This year marks the **10th anniversary of the Center for Women & Wealth**, and we are celebrating this milestone with a focus on **wellness in all its forms – personal, financial, and intergenerational**. In this special anniversary issue of *Women & Wealth Magazine*, we honor women who are making an impact with our “Women to Watch in 2025” list, and we take a thoughtful look at what it means to thrive in today's world.

Our “Women to Watch” are pushing boundaries and driving innovation across industries. Their insights and accomplishments are a powerful reminder of the possibilities that emerge when women lead with purpose and passion.

Given that many women struggle to prioritize their own health, we've devoted a portion of this issue to exploring the personal wellness landscape. Our infographic highlights the state of women's wellness and reveals where unmet needs still exist.

We also dive into the science of sleep with Dr. Jennifer Goldschmied, assistant professor of psychiatry at the Perelman School of Medicine at the University of Pennsylvania, in a thoughtful conversation led by Senior Wealth Planner Ross Bruch.

In the spirit of wellness in philanthropy, Head of Philanthropic Advisory Drew Rabe offers a practical action plan for scaling a private foundation after a surge in assets.

Continuing the theme of generational well-being, we share the story of Donna Saurage, matriarch of the fifth-generation family behind Community Coffee. Her reflections on legacy, leadership, and continuity are both wise and inspiring.

Finally, in “Five Questions,” we speak with Liya Shuster-Bier, two-time cancer survivor and founder of the cancer care startup Alula, about how her personal journey shaped a mission to better support patients and caregivers.

As we look ahead to the rest of 2025, we're excited to gather with many of you at our events throughout the year. Thank you for being part of our community and for joining us in celebrating a decade of connection, impact, and well-being.



Best,

Kathryn George
BBH Partner
Chairwoman of the
Center for Women & Wealth



The Center for Women & Wealth is committed to engaging and supporting women as they create and manage wealth. We focus on the issues women care about most and curate experiences and conversations for women to grapple with investment, planning, and philanthropic decisions, including issues related to business ownership and raising responsible children. Great things happen when women come together.

Women *to Watch in*

2025

Since the launch of the Center for Women & Wealth (CW&W) in 2015, we have met and been inspired by many powerful women who are pioneers in their respective fields. Through their work, they are challenging the status quo, reshaping industries, and changing the way we live our lives.

Now, as we celebrate 10 years of the CW&W, we showcase these inspiring women and share how 2025 is set to be a pivotal year in their professional journeys.



Bonnie Brennan

CEO, Christie's

With over 25 years of experience in the auction business, Brennan was recently appointed as CEO of Christie's. Brennan has overseen record-breaking sales throughout her career, including the collections of Ann and Gordon Getty. As the company's new leader, she is committed to harnessing digital innovation and technology in the auction space while continuing to maintain Christie's heritage.

What values most impact how you spend your time, be it at home or at work?

Three immediately come to mind:

- **Authenticity:** Lean into your real self. You have the best chance to excel and to find happiness if you listen to what motivates you and brings you joy. I loved art from a very young age, and I was blessed to have family who supported that passion every step of the way.
- **Teamwork:** I am an extrovert who thrives when I am surrounded by other people, at work and in my personal life. I love building teams at work, and in my free time my favorite activity is gathering friends together. I am so lucky that I have the gift of working in the auction world where art and people are the core of our business.
- **Service:** I work in a client service industry, so this is an easy one at work. We always put the client first. I also believe strongly in the power and importance of mentorship – investing in the next generation, particularly women. I work for a brand with an incredible legacy, and the responsibility is ours to teach the next generation of leaders and ensure that the legacy of Christie's remains strong. We have all had great teachers in life, at school, and at work. Each of us must return the favor and pass along guidance and support to those who come behind us.

In my personal life, I feel deeply gratified when I can help others and support causes that bring positive change to the world. It is a privilege and a responsibility that also has the benefit of bringing me sincere joy. It is also a great way to stay centered and remember what matters in life.

What is the most energizing aspect of your work today?

The passion that is present in every aspect of this business. At its heart, collecting is about passion, and our job is to support that passion and connect people to what they love. It is such a rush to meet clients and hear the stories of their collecting journeys. To be entrusted with these objects and to tell the stories that write the next chapter for those objects are both great privileges that my colleagues and I take seriously. Similarly, one of the greatest parts of my job is to hear my colleagues speak passionately about an object, whether it be a work of art, book, archival document, rare handbag, watch, or piece of furniture. To then witness the Christie's team work together to deliver for the clients and make magic happen, that is one of the best parts of working for Christie's.

In my role of CEO, I also love listening to the next generation – what excites them? What directions should we explore? I learn from my colleagues every day. As leaders, we have to be good listeners to all generations at work so that we can maintain and grow relevancy with the next generation of clients for Christie's.



Adela Cepeda

Founder, Angeles Investors

Cepeda is a business leader with more than 40 years of finance experience. She serves on the boards of UBS Funds and the Pathway Mutual Funds and is the director of BMO Financial. In addition to her impressive financial experience, Cepeda is deeply involved in the Chicago community. She is a member of the Chicago Housing Authority and chairs Angeles Investors, a venture capital firm that funds and grows Hispanic and Latino ventures.

What is the most energizing aspect of your work today?

As chair and co-founder of Angeles Investors, I am energized by the mission of helping to close the wealth gap that so many Latinos face. Now over 500 members strong, Angeles Investors aims to do this by finding, funding, and growing the best startups in America! We are determined to succeed.

What advice would you give your younger self?

Staying focused on finance and capital markets was great advice that I was lucky enough to follow. While I may have missed exploring other fields, the expertise developed in my field is a huge competitive edge in the long run. That is the advice I would give younger professionals as well.



Allison Young Chavez
Co-Founder, Sweet Paris Creperie & Café

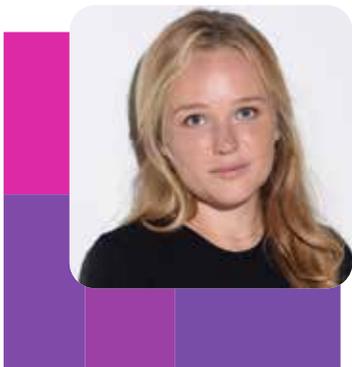
Chavez is the co-founder of Sweet Paris Creperie & Café, a crepe shop chain based out of Texas. With women comprising 70% of the company's workforce and eight holding executive positions, she is committed to fostering female leadership. Chavez is a strong advocate of supporting children in need through the company's "Eat Here, Feed There" program.

What is the most energizing aspect of your work today?

The most energizing aspect of my work today is further empowering our team members through Sweet Paris' expansion. Our corporate growth continues to create many opportunities for their professional growth. As we've topped 20 stores, one of our original dishwashers has become a top-performing manager; a Houston shift leader moved to open and manage our Florida market; and a corporate employee has become a business owner – a Sweet Paris franchisee! Maintaining a familial culture helps us continue to attract these motivated individuals who see the potential for themselves and our company in the same goal.

What is the biggest challenge facing your industry right now?

It's not news that the food industry has been pressed with rising costs over the last couple of years, but the start of 2025 has been met with some palpable consumer hesitation. A constant barrage of political news and natural disasters has put pressure on foot traffic. I believe the way we confront periods of higher discretion is by delivering a unique experience. We value each Sweet Paris customer who chooses to spend their time and resources, and we aim to serve a memorable ambience and accessible menu.



Charlotte Cruze and Lindsay Goodstein
Co-Founders, Alice Mushrooms

Alice Mushrooms combines chocolate with functional mushrooms, such as lion's mane, cordyceps, and reishi, to provide a sweet treat of nootropics and adaptogens. Goodstein, a former pharmaceutical executive, and Cruze, a media expert and food scholar, were tired of the usual pill, powder, and gummy supplement forms. The two teamed up to create a chocolate that can become a part of a daily wellness routine.

What wellness habits do you plan to lean into this year?

Cruze: Not letting myself ignore my own wellness is No. 1. Even when you have a wellness business, it's very easy to not take care of yourself! This year, I set the goal of running the Brooklyn Half Marathon in May. Setting that external goal with a clear deadline has forced me to prioritize my own health and self-care.

What advice would you give your younger self?

Cruze: Trust yourself – you are going to figure it out. I spent so many years worried I was never going to get where I wanted to go, and I wish that I could tell my younger self to trust that I would get here. That would probably add a few years back onto my life.



What is the most energizing aspect of your work today?

Goodstein: Building something that people genuinely love. Seeing someone light up when they try Alice for the first time or hearing how it's become part of their routine – it never gets old. Right now, I'm also really excited about our HBO Max collaboration for "The Last of Us" Season 2. It's the perfect blend of pop culture, storytelling, and product innovation, which is exactly the kind of work that fuels me.

What is the biggest challenge facing your industry right now?

Goodstein: Education and quality of sourcing. The functional mushroom space is growing fast, but there's still a lot of companies trying to capitalize without taking the necessary steps in sourcing quality. We're constantly working to bridge that gap – making science digestible, cutting through the noise, and ensuring our products deliver real benefits, sourced with the highest standards in mind.



Allie K. Miller

CEO of Open Machine, Fortune 500 AI Advisor

Miller is the CEO of Open Machine and an industry leading-advisor working with companies such as Novartis, Samsung, Salesforce, Google, OpenAI, and Anthropic. With nearly 2 million LinkedIn followers, Miller is also the most-followed voice on artificial intelligence (AI) business. Previously, Miller built and led a multibillion-dollar business at Amazon as the Global Head of Machine Learning for Startups and Venture Capital at AWS, launched the first multimodal AI team at IBM, shaped national AI strategies, and taught AI as an instructor on MasterClass. Miller's insights on AI have been featured in Forbes, Fortune, The Wall Street Journal, The Washington Post, and more.

What values most impact how you spend your time, be it at home or at work?

Most readers will have heard the quote: "You are the average of the five people you spend the most time with." But here's what I think most people miss: the sixth is AI.

AI is changing how we define intelligence and pushing the boundaries of human potential. And that needs to be a proactive decision, because the things we invest in and give our attention to are the things we become. And technology is no exception.

People these days are spending hours with their favorite AI systems – picking the right voice, chatting with it like a thoughtful partner, and sharing personal stories so their AI buddy can pick up on their quirks and preferences just a bit more.

Whether I'm using AI dictation in Lovable to build personal software hands-free, Claude Artifacts to create entire games while waiting for the subway, or ChatGPT to help me find my missing camera lens, I am constantly asking myself how and why we shape the world around us – and how AI is now shaping it with or against us.

What is the most energizing aspect of your work today?

We are watching the pace of change shift and accelerate in real time. AI model training went from costing hundreds of thousands of dollars in 2018, to millions in 2020, to billions in 2024. Just in the last year or so, we saw the performance of AI systems go from "random guessing"-level scores on Ph.D. exams to outperforming a Ph.D. We are witnessing business models, organizational structures, and market dynamics transform like organisms, right in front of our eyes.

Now, for many, that would cause acid reflux. But I find it magnetic.

I'm lucky enough to have started in AI nearly 20 years ago and currently advise Fortune 500 clients, partner with incredible nonprofits, challenge and guide millions of business professionals online, and develop products and solutions that shape the future of AI. It's like standing at the blueprint table of the next century, and all we've been handed is an Allen wrench.

Lucky for me, I've always loved impossible puzzles.



Alexandra Reeve Givens

President and CEO, Center for Democracy & Technology

Givens is the president and CEO of the Center for Democracy & Technology, a nonprofit organization that advocates for civil rights and civil liberties in the digital age. Previously, she served as the founding executive director of the Institute for Technology Law & Policy at Georgetown Law and worked in the U.S. Senate as chief counsel for the Judiciary Committee, with a focus on technology and privacy issues. While technology continues to drive our world today, Givens is committed to ensuring that these emerging innovations advance human rights and democracy as well.

What values most impact how you spend your time, be it at home or at work?

I live life with immense gratitude, and I suppose a sense of urgency to make the most of the time we're given. When I was 11, my father (the actor Christopher Reeve) had a spinal cord injury that left him paralyzed from the neck down. His life changed forever, but he lived more fully in the next nine years than many people do in a lifetime. My brothers and I learned at a young age to appreciate what really matters: being there for the people you love, finding and creating joy at every opportunity, and – whether your actions are big or small – leaving the world even a slightly better place because you were in it.

What is the biggest challenge facing your industry right now?

At this seismic time in our political landscape, we're working overtime to ensure US consumers, workers, families, and voters are protected. Significant changes at the government agencies charged with protecting Americans' safety and constitutional rights will have effects for years to come. As technology plays an ever-more central role in our lives, how can we ensure tech is developed and used in a way that truly works for *people*? We're making the case that responsible practices and a well-functioning government serve everyone – consumers and businesses alike.



Ripley Rader

Founder, Ripley Rader

Rader launched her namesake fashion brand in 2013 with a jumpsuit and a dream. Fast-forward to today, and Ripley Rader has exploded into a popular women's fashion brand made for those of all ages and sizes. The Los Angeles-based brand is made entirely in the United States and remains steadfast to its core values.

What values most impact how you spend your time, be it at home or at work?

I value owning my time. It's why I believe we, as entrepreneurs, show up every day to face the unknown with everything on the line. It's a powerful thing to decide how I spend both my professional and personal life. My mission and values mold every single thing about how my company runs. I'm determined to keep jobs in my community, support diversity and inclusion, and show young women that a female-run business (one that runs itself differently than corporate America as we know it) can be as much or more successful than its predecessors. I'm out to show young women that thoughtful leadership can create impressive empires.

What advice would you give your younger self?

I would tell myself that what I already know and understand is powerful. To not let the world beat me down or question anything in my gut. To take up as much space as possible and to not let myself be overshadowed by anyone. To lean into the power within myself and to go boldly into the world. To never "calm down." To raise my voice when necessary and be heard. To be a leader for other young women and not be afraid to use my voice. To remind myself again and again that I belong in the room where it happens.



Gayatri Sarkar

Founder and CEO, Advaita Capital

Sarkar is the owner of Advaita Capital, one of the few U.S. growth venture capital funds owned by a woman of color. She invests in generative AI, deep tech, and decarbonization efforts. Sarkar was named a global leader under 40 for championing more than \$100 billion in combined capital in gender advocacy.

What is the most energizing aspect of your work today?

At a particular juncture in one's professional journey, the emphasis should shift from financial gain to the broader influence one can exert. As a woman and mother, I serve as the CEO of my household while also holding the roles of CEO and founder of a growth investment firm. My priority lies in the time value of impact, directing my investment endeavors toward advancing science and innovation, thereby leaving a lasting legacy to propel humanity toward achieving the status of a Type 1 civilization. This inspires me to rise each morning with enthusiasm, eager to embark on my workday. Venture capital is not a career – it is a lifestyle.

What is the biggest challenge facing your industry right now?

Women currently possess limited control and access to capital, which is intricately tied to the formulation of policy. To amplify their voices and influence, women must strategically accumulate greater capital and resources.



Joey Wolffer

Co-Owner, Wolffer Estate Vineyard

Wolffer and her brother, Marc Wolffer, took over her father's vineyard in 2010, and under their leadership, Wolffer wines have grown to a household name. While their Summer in a Bottle rosé is popular among wine drinkers – and is the fastest-growing rosé in New York City – the company has also turned its attention to growing consumer appetite for nonalcoholic options, recently releasing Spring in a Bottle, a sparkling nonalcoholic rosé. Always the multitasker, Wolffer also finds time outside running the winery for equestrianism, fashion design, and her Sag Harbor store.

What wellness habits do you plan to lean into this year?

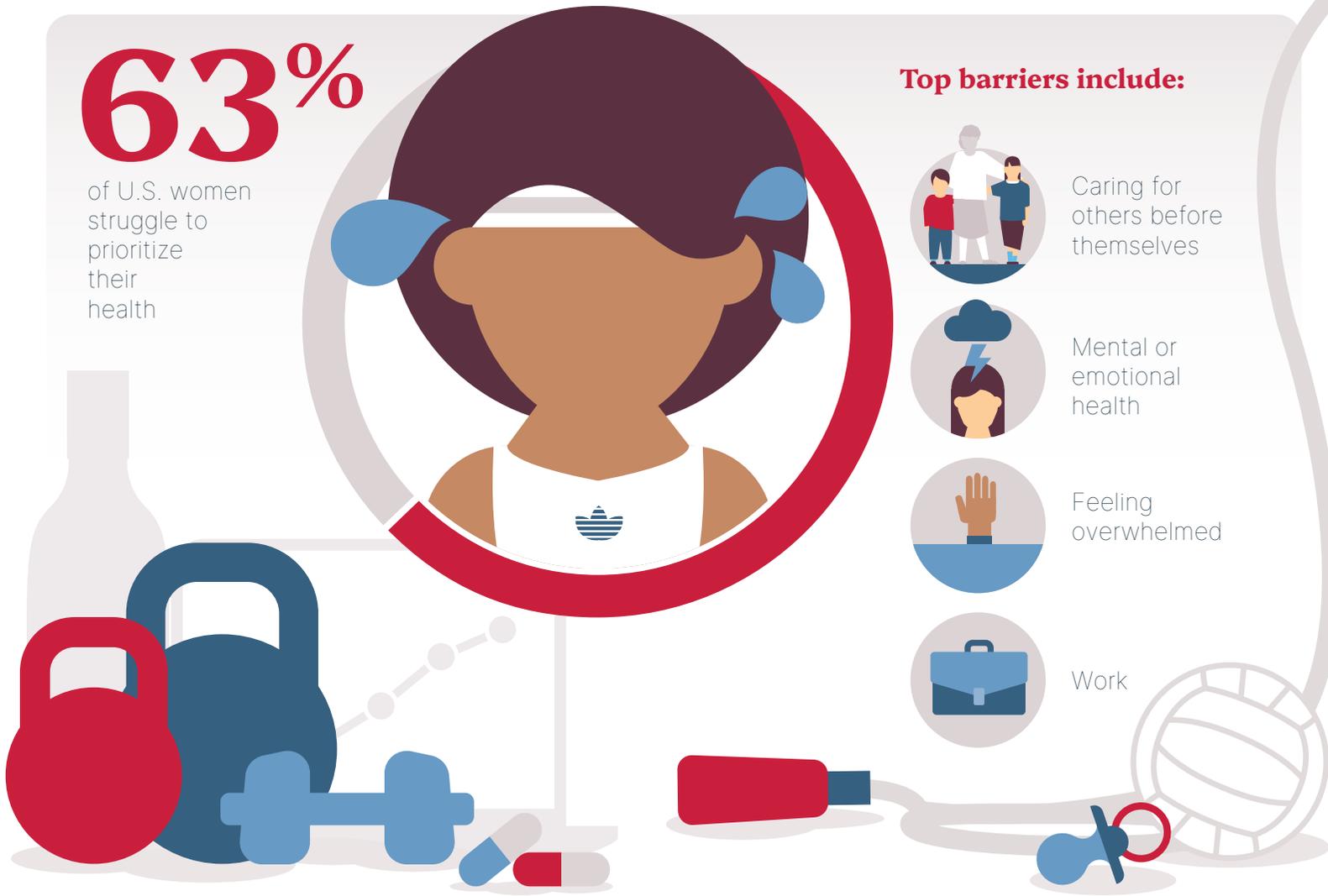
The current global climate has made it challenging for me to stay focused. As a human, I am devastated by the suffering all over the world. I have made an agreement with myself to focus on what I can control in my work, in my family, and in my volunteer work. I am committed to helping my community with organizations such as The Bridgehampton Center and my local group of Moms Demand Action. I am also helping my friends with their organizations – particularly, Lauren Bush Lauren with FEED Projects. We are working to raise funds to help secure school lunches in public schools.

What advice would you give your younger self?

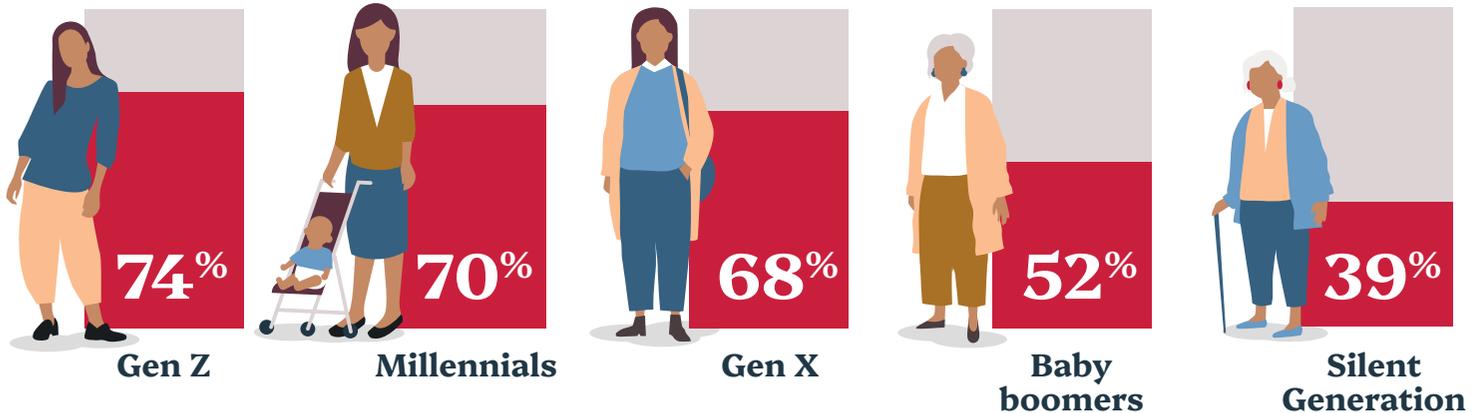
The best advice I would give to my younger self is that all the insecurities and obstacles you face in your teens and 20s are only creating the woman and the leader you will be in your 30s and 40s. I have a resilience and an ability to keep on evolving that I would not have had if I had not suffered in my younger years. There is no straight path in life – only zigzags that continue to create the person who you are. How you handle the diversions is what makes you successful. 🍷

Focusing In on Women & Personal Wellness

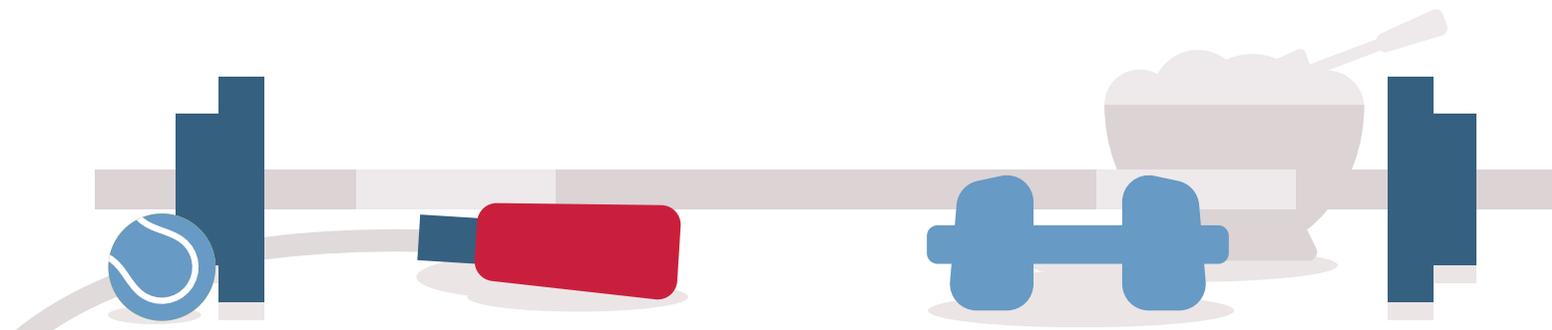
Trends and changes in the health and personal wellness markets – from wearable fitness technology to employer-offered services – suggest that across the board, personal wellness is increasingly front of mind. And while signs point to a renewed focus on women-specific issues, unmet needs remain.



Younger generations are more likely to struggle to prioritize their health.



Sources: 1. <https://hologic.womenshealthindex.com/hologic-us-health-survey> 2. <https://news.gallup.com/poll/646529/majority-women-struggle-prioritize-health.aspx> 3. <https://www.mckinsey.com/insights/healthcare/2020/05/2020-2025-us-womens-health-market> 4. <https://www.grandviewresearch.com/industry-analysis/us-womens-health-market-report#:~:text=The%20U.S.%20women's%20health%20market,3.7%25%20from%202025%20to%202030> 5. <https://www.fortune.com/2020/05/2020-2025-us-womens-health-market>



Renewed growth in the health and personal wellness markets and a focus on women-specific health issues has made women's health more accessible than ever in recent years.



\$480B

U.S. wellness market value

5%-10%

Annual growth per year

1 82%

of U.S. consumers consider wellness a top or important priority

58%

are considering wellness more now vs. a year ago



\$18.82B

Estimated size of the U.S. women's health market in 2024

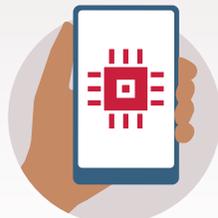
3.7%

Projected CAGR 2025 to 2030

Developments in technology and software have boosted new trends in personal wellness, including ...



Wearable fitness devices



Personalized products and services supplemented by AI



Software-based health and wellness services

... along with an increase in employers' support of women's health.



75%

of employers plan to increase access to women's healthcare services



69%

of employers say that mental health is a high priority



HOW TO SCALE A PRIVATE FOUNDATION

By Drew Rabe / Head of Philanthropic Advisory

Private foundations that experience significant asset growth are often presented with an opportunity for transformation and increased impact. At the same time, scaling brings new complexities that require thoughtful planning. Foundation boards should ensure that the increased resources are managed effectively and remain aligned with the foundation's mission and values. Here is a list of key priorities to consider and an action plan to successfully navigate the transition.

KEY PRIORITIES



MISSION AND STRATEGIC FOCUS

- Review the foundation's mission statement
- Define impact goals at larger scale
- Set or confirm funding priorities (for example, geographic or issue area focus)



FINANCIAL MANAGEMENT

- Review investment strategy
- Develop a plan to meet the increased 5% payout requirement



IMPACT MEASUREMENT

- Reassess data collection and success metrics
- Establish a process for learning and adaptation



FAMILY ENGAGEMENT

- Clarify family roles
- Support learning and participation for the rising generation
- Develop conflict resolution mechanisms



EXTERNAL PARTNERSHIPS

- Confirm legal, financial, and programmatic advisors
- Consider collaboration with other funders for learning and impact



COMMUNICATIONS

- Re-evaluate desired visibility level
- Maintain communication and transparency with grantees



LEGAL AND COMPLIANCE

- Update governing documents, as needed
- Conduct regular audits and legal reviews



GRANTMAKING STRATEGY

- Develop a grantmaking plan aligned with mission and scale
- Clarify how grantees are sourced and selected
- Reassess grant size, duration, and type (for example, multiyear general operating support)



GOVERNANCE

- Consider board expansion or realignment
- Ensure roles are well defined
- Confirm succession and decision-making processes
- Provide board training and education



STAFFING AND INFRASTRUCTURE

- Consider professional staff (for example, an executive director)
- Assess and strengthen administrative systems

ACTION PLAN: PRIORITIZATION AND NEXT STEPS

1. Immediate priorities

- Evaluate mission and strategic focus
- Confirm governance structures
- Update grantmaking strategy and processes

2. Medium term

- Review infrastructure
- Confirm financial management
- Engage family members and partners

3. Long term

- Confirm evaluation and learning framework
- Develop communications strategy
- Refine operations

Wealth and Well-Being

Sleep Science for Peak Performance:

A Conversation with Dr. Jennifer Goldschmied

By Ross Bruch / BBH Senior Wealth Planner

Dr. Jennifer Goldschmied is an assistant professor of psychiatry at the Perelman School of Medicine at the University of Pennsylvania. A clinical psychologist and sleep researcher, her work primarily focuses on the impact of slow-wave activity – the deepest kind of sleep – on mental and physical health outcomes.

In addition to spending most of her time on research and seeing patients with insomnia and comorbid psychiatric disorders, Dr. Goldschmied heads Optimal Sleep Consulting, which works with businesses and organizations to educate about sleep health and its impact on performance, helping workplaces understand that a well-rested workforce leads to better outcomes.

We recently sat down with Dr. Goldschmied to dive deeper into the science of sleep and how we can make the most of it.

There's so much information available online about sleep that it can be confusing to know what's best for us. How do we know if we're getting the "right" amount?

People are fascinated by and interested in sleep because we all sleep, which means there's a lot of information out there – some of it true, and some of it not. Instead of getting caught up in headlines about how much sleep we need to avoid Alzheimer's disease, I like to encourage my clients to consider the real question: Are you tired during the day? If you're not tired during the day, and if you can function and do all the things you need to do, then you don't need to worry so much about sleep.

I don't get bogged down into how many hours people are sleeping unless it's an extreme. If someone says they only need 5 hours, or on the other hand, can't function without 11 hours of sleep, I'll point out that there aren't many people who truly need those extremes. It's not impossible, but it's highly improbable.



If I frequently travel across time zones for work or leisure, what's the best strategy for maintaining my sleep schedule and minimizing jet lag?

This depends on how long you spend in each time zone. If you're traveling quickly – let's say from New York to San Francisco for just a day and a half – your best bet would be to stay on your home sleep schedule. Don't adjust to the local time.

If you're going to be somewhere for several days or longer, there are ways to adjust your sleep schedule using timed light exposure. Depending on which way you're traveling, more light in the morning and less light in the evening, or the other way around, can help you start to adapt. However, it's important to know that our bodies can really only adjust by about 15 minutes every day, so expecting to shift your sleep pattern several hours in only a few days is unrealistic.

Between early morning commitments, late evening obligations, and varying schedules, how can I maintain quality sleep with inconsistency?

A consistent sleep schedule is the most important thing, even if you're getting less sleep on some days.

If that's not possible, the most important thing to do is keep a consistent wake time from day to day. If you can't go to sleep at the same time every day, that's OK, but wake up at the same time regardless of how much sleep you get.

You might have one bad night of sleep, but if you wake up at the same time the next day, you'll be more likely to get better quality sleep the following night because you'll have a stronger sleep drive. If you go to bed late and then sleep in, that makes your next night's sleep worse because your sleep drive isn't strong enough by bedtime.

Should I avoid naps altogether?

Sleep is a drive, like hunger or thirst. The less you get, the more you need. If you want to take a nap on a weekend because you feel like it and you don't have problems sleeping, that's fine. But people who have difficulties with sleep or are prone to being anxious about their sleep should not nap. Napping decreases sleep drive, which makes it more difficult to fall asleep at night. If you have insomnia, trying to make up for lost sleep through naps, hitting snooze, or going to bed early – all of which disrupt your natural sleep drive – creates a more problematic cycle.

My mind is always racing with ideas and to-do lists when I try to sleep. What can help quiet an active mind?

There's a famous phrase, "Nothing good happens after midnight." This is especially true when it comes to thinking when you're trying to sleep. When you're lying in bed, you're not going to be your best problem solver. You're not going to do your best thinking, planning, or decision-making in the middle of the night.

The best approach – though not the easiest – is to learn how to compartmentalize. Plan a specific time in the early evening, afternoon, or during your commute when you do your thinking and problem-solving. Review what happened that day, what you could've done better, and what you need to do tomorrow.

When thoughts come up at night, tell yourself: "I have a designated time for this kind of thinking. This is not that time."

It's similar to meditation – when you notice your thoughts drifting, mindfully bring them back. You acknowledge the thoughts but know this isn't the right time for that kind of work.

How often do you find that what people think are sleep issues are actually related to deeper underlying problems?

All the time. To me, insomnia is not primarily a sleep disorder – it's an anxiety disorder. Some people might sleep poorly for a couple of days, but they don't catastrophize about it. For those who are prone to anxiety, they will start to worry: "What does this mean? Will this impact my health? If I don't sleep well, I won't perform well tomorrow."

One way we can identify people who might be prone to worrying about their sleep is by using a scale called the Dysfunctional Beliefs and Attitudes About Sleep Scale, as it has items like, "If I don't get a good night's sleep tonight, I'm going to be a mess tomorrow." This kind of thinking prompts panic around sleep.

I usually remind people that they've probably had times when they got poor sleep and still did well and times they got good sleep and didn't perform well. It's not a one-to-one correlation.

“When you're lying in bed, you're not going to be your best problem solver. ... The best approach ... is to learn how to compartmentalize.”

What's the best way to prepare for important early morning commitments to ensure I'm well-rested?

What's most helpful is setting yourself up for a good night's sleep. That means not working until bedtime, which many people do – closing their laptop and then immediately getting into bed. This kind of behavior increases arousal, and we need low physiological arousal to initiate sleep.

I would suggest designating the hour before bed as wind-down time. Dim the lights, which signals to your brain that it's bedtime. Start doing quieter activities, such as reading or watching something relaxing on TV. For example, choose something calming, and do not watch the news before bed.

You should turn off devices for a couple of reasons. First, phones and tablets emit light much closer to your face than a TV viewed from across the room. And second, social media and apps are designed to be very engaging. You want your mind to slow down before bed, not become more active.

With all the sleep tracking technology available, which metrics should I actually pay attention to?

None of them. Your smartwatch gives you estimates based on movement, sometimes light, and sometimes heart rate, but none of these are actual measurements of what's happening in your brain during sleep. Yes, you can get a general sense of your sleep patterns, but these devices can sometimes grossly misrepresent your actual sleep quality.

What sleep trackers often do is increase your worry and anxiety about sleep, which is more likely to cause problems if you start catastrophizing. If you wake up feeling refreshed and function well during the day, you are getting sufficient quality sleep – regardless of what your tracker says. Trust your body's feedback more than technology.

Do sleep gadgets and technology like cooling systems actually help improve sleep?

They're unnecessary. Every organism sleeps, and they don't need these gadgets. There's nothing to suggest that, beyond basics like a comfortable mattress or appropriate bedding for the season, these expensive devices are necessary.

Some practical adjustments do matter; for example, keeping your bedroom cooler (around 65 to 68 degrees) is helpful because our body temperature decreases while we sleep, and sleeping at high temperatures can disrupt this natural cooling process. But we don't need fancy gadgets to sleep well. If you want one and think it helps, that's fine, but nobody needs one to sleep.

“Sleep affects everything, and sleep problems are just like any other health problem – if you ignore them, they're not just going to go away.”

What motivated you to start your consulting company?

We started the consulting company because we saw how much misinformation about sleep was commonly accessible. Since we all sleep, everybody's interested in sleep, so extreme claims about sleep easily become clickbait.

I love that people are taking sleep more seriously, but we live in a hustle culture where everyone says, “I'll sleep when I die.” Some companies have 12- and 14-hour workdays to try to get the most out of their employees, but there's a rate limit to human performance. At a certain point, you're not going to get the same performance from somebody if they're not getting good sleep. Sleep affects everything, and sleep problems are just like any other health problem – if you ignore them, they're not just going to go away.

Dr. Goldschmied, thank you for such an insightful conversation.

As Dr. Goldschmied emphasizes, quality sleep isn't a luxury – it's a necessity for optimal performance and well-being. By focusing on consistent wake times, creating proper wind-down routines, and addressing the thought patterns that often underly sleep difficulties, we can improve our sleep without gadgets or extreme interventions.

Most importantly, we should recognize that sleep, like any other aspect of health, requires proper attention and care, but not over-complicated solutions or excessive worry. The next time you find yourself staring at the ceiling at 2:00 a.m., remember: No good thinking happens after midnight, and your problems – along with better cognitive resources to solve them – will be waiting for you in the morning. 🧠



Serving Up Five Generations of Expertise with Community Coffee's Donna Saurage

Ben Persofsky / Head of the BBH Center for Family Business

Founded in 1919, Community Coffee has succeeded under five generations of family ownership. But what makes this multigenerational family business different? How does it keep ticking after all this time?

We recently sat down with Donna Saurage, manager of the holding company for Community Coffee, wife of third-generation family member and former chairman the late Norman Saurage, and matriarch of the family business, to answer these questions. We spoke about the importance of family values, her nontraditional journey to family business leadership as a nonblood relative, and her work to nurture the next generation.

Tell us about your family's business.

Community Coffee is a great coffee business. We do what all coffee businesses do. We import the beans, we roast them, and we sell them.

But what makes us different? There's a reason that at 106 years old, we're the largest family-owned retail coffee brand in the United States: the people. It all started with Henry Norman "Cap" Saurage, who founded the company and named it Community after the people who helped him succeed. That value has carried forward – our people make our company what it is.

When you married your late husband, Norman Saurage, what were your initial impressions of the role that the family business would play in your life?

When I married Norman, I had no idea that the business and the family would be so entwined. I knew he had a family business called Community Coffee, but I was so in love, I didn't think much about it.

How did your involvement grow during those early years?

Norman would come home and talk about what was going on at work, and I realized that he was using me as a sounding board. The more he talked, the more I learned, and the more I became very interested in the business.

Is that when you became formally involved in the business?

I didn't really have a formal role in the business, but as Norman came home with his challenges, I would help him where I could. I started doing the back-end planning for things like sales meetings and company dinners.

Take us through the transition from working in the background to taking on an official leadership role.

I became more involved when I was asked to chair our board's Citizenship Committee, which deals with giving back to communities to help them thrive.

That was 25 years ago, and I'm still the chair of that committee. It's been a great joy to help develop that and to know that we are doing the right things in the communities where we serve.

Did you and Norman discuss how to best set up the business for succession?

Norman wanted to develop our children into leaders, rather than me. But when he became ill with ALS, he knew that his time was finite and that there would be a middle time where I would need to take over the leadership and ownership of the company. It would ultimately be my job to help develop our children into those leadership roles.

We planned for all of this, so when Norman passed away, there was not a hiccup in the company.

Was there anything that happened earlier during your relationship with the family that set you up to be so involved in these later years?

One key thing happened. All of the shareholders are Saurage blood relatives, except for me – I am not a blood relative. The reason I have even been able to be in this position and do all that is because Norman's grandfather gave me some Community Coffee stock a few years after I married Norman. If he had not done that, I would never have been able to inherit more stock because I'm not in the bloodline.

Were there any hurdles when assuming leadership?

I felt very confident when I first assumed the role of manager of Community Coffee's holding company. I had been active in the nonprofit world and had served on about 50 boards.

The challenge I saw was how to get future generations involved – how to get my grandchildren involved and how to grow the involvement of my two sons. One was chairman of Community Coffee, and one was on the board but had not really been involved in the company.

Over the past 10 years, my two sons have become very involved and stepped up to the task. My biggest worry was whether they'd really love the company and become the interested shareholders that we wanted them to be. And they did.

Did you have to do anything to cultivate that interest?

My two sons and I get along very well. There's no conflict. We come from different directions, but we've always come to consensus on everything.

We realized that we needed to really work on developing the future shareholders and that we needed to be on the same page when it

came to working with management. We started meeting once a week for an hour and a half, and we continue to do this. We talk through all of the issues, and it helps us avoid conflict.

When you took on the role of leadership, was there anything you did to ensure you left the legacy you desired for future generations of the family?

When I took on this role and we started looking at how to develop the family to be interested shareholders, one of the first things that Matt, Hank, and I did was list out our values. When all was said and done, they turned out to be the same as those that we had already documented for Community Coffee. Once we had that solidified, we had a base to start working on teaching the grandchildren.

Norman used to say, "You can't run the family through the business, and you can't run the business through the family." The Saurage family name and Community Coffee are very connected in people's minds, but we were not going to run the business for the family, where every child just gets a job here. And we weren't going to let the family feel that the business was the only thing that they had, because we wanted them to develop as individuals.

With respect to philanthropy, giving back is important at Community Coffee. Talk about your activity and mission with your giving.

When Cap started the business, he always believed the community was so good to him. He wanted to give back, so we have always offered coupons and other giving opportunities to those who drink Community Coffee.

Giving back is at the core of our family – we give through the company, and we all give personally.

You are active in a women's investment club and have seen great success. Tell us about that. What do you think makes that group function so well?

I became a member of this women's investment club long after it had been started, and we just have so much fun investing together. I was just looking at the notes from my latest meeting, and we were up 57% the past year – vs. 42% for the market.

Many of us have been involved in the nonprofit community, and we've served on boards and investment committees, which is where a lot of us learned about investing. The more you're exposed to investing, the more you understand it, and the more you understand taking risks and being careful about what you do.

For the full interview, as well as insights from Community Coffee's fourth generation leaders, read our spring 2025 issue of *Owner to Owner*, available on bbh.com.

Interview conducted by Ben Persofsky, and article written by Kaitlin Barbour.



Liya Shuster-Bier

1 You founded your first company, Alula, in 2020. What inspired the idea for the company?

I was diagnosed with a rare form of aggressive lymphoma on the cusp of my 30th birthday in January 2018, six months after graduating business school. Safe to say, it was not on my bingo card. My mother was diagnosed with breast cancer while I was in business school, and when I wasn't focused on keeping up with my studies, I was focused on her care and healing from treatment.

During her treatment, she kept mentioning how she needed so many new products, but there wasn't a centralized place for her to discover them. That was the seed of an idea that I didn't realize I had tucked away until I was in the same predicament.

Alula sold leading brands for cancer patients, many of which were founded by cancer survivors. We sold everything from the first FDA-approved post-mastectomy bra that you could have your surgeon put on you in the operating room, to mucositis powder developed at MD Anderson Cancer Center, to specially designed peripherally inserted central catheter (PICC) line covers for cancer patients.

Alula is named after the part of a bird's wing that helps birds land gently in turbulent air. When I heard that word for the first time, I thought it perfectly captured my vision for how I wanted patients to feel when they shopped at Alula.

2 In 2023, you launched Maia Oncology (which subsequently acquired Alula). Tell us about what Maia is focused on.

Maia is building a comprehensive, virtual primary care clinic for cancer patients. We are helping cancer patients ensure that a skilled onco-primary care provider (PCP) is helping them manage pre-existing diabetes, hypertension, and heart disease alongside their cancer treatment.

Today, I see 10 different specialists to manage the ongoing toxicities as a result of my treatment because my PCP is not equipped to manage the care. The vision is for Maia to be a place I could go to for that long-term care.

3 What does the future of oncology care look like?

The facet of cancer care I am personally most excited about is the sharp advances in cancer screening, which will catch cancers sooner and powerfully extend survival rates. We are seeing emerging technology making cancer screening more approachable, more precise, and more effective – whether it's new full-body scans that can find cancer earlier, new mammography technology, or at-home cervical cancer testing. Especially as more millennials and Gen Z are diagnosed with cancer, technology-first screening will be an important way to bestow effective treatment sooner.

4 What is the wellness tip or learning that's been the most impactful for you?

One of my executive coaches taught me the mantra "When I'm resting, I'm working," and it completely changed my relationship with rest. Research shows that you can become most creative when you are engaged in activities that promote rest and relaxation, be it a walk in nature, a pottery session, or cooking in the kitchen. That's why so many out-of-the-box ideas and a-ha moments come to us in the shower.

As a result, I dedicate time to digital detoxing and being in nature every weekend and aim to schedule "think weeks" every quarter. During these moments, I tend to come up with my wildest and bravest ideas.

5 What advice would you give your younger self?

I'd tell her to imagine that everything will work out beyond your wildest expectations, and knowing that, structure your time accordingly. ☺



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