

BRANDEIS UNIVERSITY

Heller

Magazine



NEW
Twists on
Health Policy

HELLER ALUMNI TAKE ON THE HEALTH
EQUITY PUZZLE

During his 2018-19 Heller practicum with Swisscontact in Phnom Penh, Cambodia, Pritesh Chalise, MA SID'19, captured this moment of a fisherman's wife and child on the Tonlé Sap, one of the most productive fishing lakes in the world. It provides a livelihood for almost 80,000 Cambodians. Chalise worked on the Mekong Inclusive Growth and Innovation Program (MIGIP), which operates in Cambodia and Laos.

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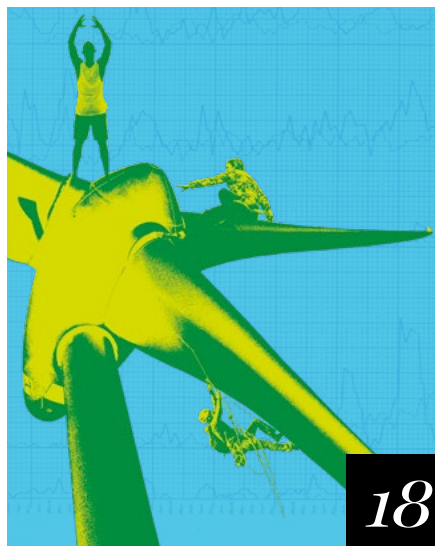


8

“Even though Christine Blasey Ford’s outcome was similar to mine, the public response was different. As a culture, we’ve moved. Now it’s time to take the knowledge and energy and go forward to demand change.” ANITA HILL, PAGE 17



14



18

FEATURES

8

Health Policy Change-Makers

Heller alumni are advancing health equity from every angle

14

It’s a Problem So Big, We Have to Solve It

In a powerful new book, Anita Hill describes the true costs and consequences of gender-based violence

18

Fighting for Energy Justice

Paula Garcia, MA SID’13, is taking a people-first approach to solving the climate crisis

DEPARTMENTS

2

Letter from the Dean

3

Q&A with “The Farmer Foodie”

Meet Alison Elliott, MBA/MA SID’22, who is passionate about using social entrepreneurship to promote sustainable agriculture practices

4

In Case You Missed It

Catch up on some big news: A record-breaking month for Heller research funding, and a new MPP concentration in environmental justice

6

In Focus

Associate Dean Maria Madison brings her restorative justice expertise to The Robbins House

24

Alumni Milestones

Jessica Santos, PhD’15; Tom Sannicandro, PhD’16; Ziyanda Stuurman, MA SID’20; Thomas P. Glynn III, MSW’72, PhD’77

Letter from the Dean



Dear Heller community,

The marking of a new year is always a moment for self-reflection. At the time of this writing, I await confirmation by the U.S. Senate to serve as administrator of the U.S. Department of Labor’s Wage and Hour Division in the Biden administration. Though the date of my departure from Heller remains unknown, this new year — more than most — prompts me to reflect on my time as Heller’s dean.

When I interviewed to be dean, several people told me (sometimes with a hint of caution) that Heller is a “complicated” place. Though it took at least a year to appreciate the depths of that complexity, I can confirm they were correct. We have a diverse, talented and at times demanding student body, and an equally passionate, accomplished and entrepreneurial group of faculty, researchers and staff. Our Heller footprint includes a prestigious PhD program, six master’s programs (and endless combinations among them), and 10 research institutes and centers managing over 175 research projects.

Yes, Heller is *way* complicated — and that’s a *good* thing. That complexity and energy drove the school to evolve and innovate many times over its more than 60-year history, and our community’s commitment to Louis Brandeis’ legacy of social justice is the glue that keeps the parts together. Heller is composed of people who are unafraid of messy problems and are willing to do cutting-edge research and search for creative solutions. The result is a school culture where both scholarly rigor and real-world impact are the metrics of success, and arbitrary academic boundaries are seen as permeable.

Across the board, Heller people impress me with their passion for their work, their academic and interpersonal integrity, and their capacity to make this complicated organization run. We navigated some very turbulent waters together over my four and a half years as dean — including some incredible challenges even before the pandemic. The fact that Heller continues to prosper is a testament to the ideals that led Abe Sachar and Florence Heller to establish this school, and to this community’s ever-evolving dedication to the most pressing social policy issues of the day.

My parents had a lithograph in their house by artist Ben Shahn with the biblical admonition, “Thou Shalt Not Stand Idly By.” They imprinted that call to action on my sisters and me, and it’s something we strive to follow in our work and lives. At Brandeis and at the Heller School, I am privileged to work with people who are committed to that same idea in all they do. I will be forever grateful to have been a part of its ongoing mission and for the opportunity to serve as its dean.

Sincerely,

David Weil, Dean and Professor

Find Alison on:
 BLOG thefarmerfoodie.com
 FACEBOOK [@thefarmerfoodies](https://www.facebook.com/thefarmerfoodies)
 INSTAGRAM [@thefarmerfoodie](https://www.instagram.com/thefarmerfoodie)



Meet Alison Elliott

ALISON ELLIOTT, MBA/MA SID'22, IS PASSIONATE ABOUT USING SOCIAL ENTREPRENEURSHIP TO PROMOTE SUSTAINABLE AGRICULTURE PRACTICES.

She also moonlights as the author of “The Farmer Foodie,” a blog and social media platform where she shares vegan, vegetarian and gluten-free recipes as well as sustainable culinary and farming tips to help people reduce their environmental footprints.

► *What motivates you?*

I’ve always been interested in sustainability, environmental preservation, environmental access and eating healthy. Thinking from a career perspective, I am drawn to businesses trying to address some sort of environmental issue, whether it be a composting program or an organic regenerative farm. I want to do something related to social entrepreneurship where I wake up and I’m excited to go to work because I’m doing something meaningful.

► *What did you want to be when you grew up?*

I always loved having lemonade stands, and it even went so far as to where I had a restaurant on the front lawn serving

chicken nuggets, pizza bagels — things I knew how to cook when I was in elementary school. It was usually just immediate neighbors and our parents who would humor us, but I was always excited about entrepreneurial endeavors.

I didn’t necessarily see myself in business growing up, but since graduating college and becoming involved in sustainability efforts, I see business as a really versatile tool to make social changes.

► *What is the biggest misconception people have about your work?*

People sometimes think their individual impact doesn’t matter. It definitely does, because people’s individual impact collectively makes a big impact. I often get asked, “Why should I compost? Why should I recycle?” At the end of the day, it adds up.

► *What is the best piece of advice you ever received?*

Don’t feel pressured to answer questions immediately. If you need time to think and consider something, just say you need time and come back to it the next day. Never be ashamed to admit you do not know the answer to something. It is better to re-address the question at a later date with the correct answer than respond unknowingly.



► *If you could enact one law, what would it be?*

I would enact a law to make all farms practice regenerative agriculture, meaning they practice low-till or no-till agriculture. Tilling agricultural land releases carbon dioxide into the atmosphere and contributes greatly to anthropogenic climate change. A global switch to regenerative organic agriculture could sequester more than 100% of the world’s current annual carbon dioxide emissions.

By working symbiotically with the land instead of disrupting it, farmers can develop a holistic connection with the land and learn to value it in its natural state. [\[E\]](#)

BANNER MONTH

Heller Receives \$11M in Grants for Disparities-Related Research

In September 2021, three Heller research institutes were awarded multimillion-dollar grants for research focused on uncovering disparities and resolving social policy inequities. The grants totaled \$11 million in new funding — a record for the school in such a brief time frame.

Improving access to alcohol treatment

The Institute for Behavioral Health receives \$2.9 million from the National Institutes of Health

Senior Scientist and Lecturer Maureen Stewart, PhD'09, will lead a team of colleagues from the Schneider Institutes for Health Policy and Research under a five-year, \$2.9 million grant from the National Institute on Alcohol Abuse and Alcoholism, part of the National Institutes of Health. The study will examine access and quality



A portion of Lurie's \$6 million in grants will go toward supporting disabled parents of color.

of alcohol use disorder treatment for people enrolled in Medicaid managed-care plans, with a specific focus on disparities by race and ethnicity, gender and geography.

Nearly 70% of the more than 80 million people enrolled in Medicaid are in managed-care plans, which have control over policies that could impact access and quality of treatment for alcohol use disorder. The team hopes to produce valuable, actionable findings for Medicaid plan administrators, state Medicaid directors

and policymakers who seek to improve access to alcohol treatment in the U.S.

Building the next generation of the Child Opportunity Index

The Institute for Child, Youth and Family Policy receives \$2 million from the W.K. Kellogg Foundation

With this award from the W.K. Kellogg Foundation, Professor Dolores Acevedo-Garcia and her team will build the next generation of the Child Opportunity Index

MPP Program Launches Environmental Justice Concentration

In fall 2021, the Master of Public Policy (MPP) program established a seventh concentration in Environmental Justice (EJ), chaired by Susan Curnan, the Florence G. Heller Associate Professor of

the Practice and director of the Center for Youth and Communities.

“This is not only exciting to me, but important and urgent,” says Curnan. “Climate change and inequality are the twin challenges of our time.”

The Heller concentration in environmental justice embraces a combined focus on inequalities and climate change. Curnan notes that it is critical for students to understand the “historical and continuing environmental harms that have disproportionately affected

communities of color in the United States and around the world, and to consider what blend of science, policy, advocacy and leadership it takes to ensure the fair distribution of environmental benefits and burdens.”

She adds, “Climate change is a ‘threat multiplier,’ bringing inequalities into sharp relief and making clear that those who are least responsible for its creation suffer the most from its effects.”

Four MPP students form the inaugural cohort of environmental justice

(COI). The COI is a key component of diversitydatakids.org, a comprehensive research program and indicator database on child well-being and opportunity that focuses on racial/ethnic equity across multiple sectors and geographies in the U.S.

Acevedo-Garcia and her team have mapped the geography of opportunity in the U.S. for over a decade, including launching the pioneering COI in 2014. This new grant will enable the team to update the COI and build the infrastructure needed for annual or biannual updates. Regular updates ensure that the COI will continue to serve as the best estimate of current neighborhood opportunities for children across the U.S.

Expanding three projects at the Lurie Institute, led by Director Monika Mitra

► Identifying gaps in knowledge about pregnancy and disability

The Center for Disability and Pregnancy Research receives \$1.5 million from the National Institute on Disability, Independent Living and Rehabilitation Research

The Center for Disability and Pregnancy Research will identify gaps in knowledge about pregnancy and disability utilizing existing and new data sources.

This will enable the center to more fully examine perinatal care, complications and outcomes — particularly involving disabled people of color. The center will also develop and test evidence-based interventions and supports to enhance the experience of pregnancy in people with disabilities. The Heller team plans to promote optimal pregnancy-related outcomes for all pregnant people with disabilities through the active communication of findings, along with offering targeted training to the disability community and health care providers.

► Extending support for diverse communities of parents with disabilities

The National Research Center for Parents With Disabilities receives \$2.5 million from the National Institute on Disability, Independent Living and Rehabilitation Research

This five-year award extends existing support for the National Research Center for Parents With Disabilities, which conducts research and provides training and technical assistance to improve the lives of parents with disabilities and their families, particularly disabled parents of color. The project's primary aim is to ensure that the diverse community of parents with disabilities can use and benefit from this research. The center

will ensure that disabled parents of color are included in the generation and evaluation of knowledge, products and support under the direction of a national advisory board of racially and ethnically diverse parents with a range of disabilities.

► Examining disparities in pregnancy among Black and Latina women with physical disabilities

Lurie Institute for Disability Policy receives \$2 million from the National Institutes of Health

Black and Latina women with physical disabilities are at increased risk of adverse pregnancy experiences and outcomes due to disparities in care based on disability status and race/ethnicity. Despite this systemic deficiency, no known studies have investigated the intersection of disability and race/ethnicity in perinatal care. Lurie researchers aim to provide an assessment of these women's pregnancy risks and outcomes in order to improve their pregnancy and postpartum care and experiences. The overarching goal of the project is to gain a systematic understanding of pregnancy and infant health outcomes and pregnancy care costs for Black women and Latinas with physical disabilities, and thereby establish a foundation for the development and testing of future interventions that will result in better outcomes. [H](#)

PHOTO BY JENNIFER FRANKFURTER / PHOTOABILITY



Environmental Justice Concentration Chair
Susan Curnan

concentrators, completing Curnan's flagship course on environmental justice and the human effects of climate change, in addition to a selection of interdisciplinary electives.

"The environmental justice concentration uniquely situated in a school of social policy focuses on how environmental issues impact people, particularly low-income, vulnerable populations," says MPP Program Director Michael Doonan, PhD'02. "Climate change, pollution, clean air, water and soil are a quality of life issue for everyone. But for many,

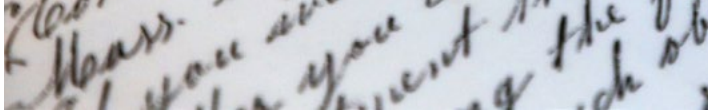
they directly impact health, well-being and economic opportunity."

Curnan's course syllabus includes readings from many disciplines, and the majority are authored by women and people of color. Acknowledging the fast-changing nature of climate science and policy, Curnan eschews the "sage on the stage" classroom dynamic in favor of a highly interactive, discussion-based class.

"After just a few sessions, I was already impressed with the students' breadth and depth of insight, commitment and responsibility as learning partners," she says. [H](#)



E. Garrison Jackson.



Preserving Concord's Black History

Associate Dean Maria Madison, director of the Institute for Economic and Racial Equity, is also the founder and co-president of The Robbins House, a nonprofit focused on raising awareness of Concord's African, African American and antislavery history from the 17th through 19th centuries and its national relevance. The Robbins House was once inhabited by the descendants of formerly enslaved Revolutionary War veteran Caesar Robbins and by "fugitive" enslaved man Jack Garrison.

Madison is trained in the ethical interpretation of American history, including the centrality of Black history, through the Smithsonian's National Museum of African American History and Culture. Too often, she says, historic sites and museums omit the Black history of the U.S. "Concord's Black history is America's history," says Madison, noting that Concord was the location of the first successful battle against British forces.

Madison's work at Heller overlaps with her work at The Robbins House in restorative justice practice and identifying the root causes of racial inequity. Along with Peter Dixon, a research scientist in the master's in Conflict Resolution and Coexistence program, and Chris Reynolds, MA COEX'21, Madison and The Robbins House staff have been working to research a historic bell from a slaveholding sugar plantation in Cuba. The bell will be installed as part of a new reflection area at The Robbins House in spring 2022.

Photos by Mike Lovett

This page, top: Letter and signature from Ellen Garrison Jackson, granddaughter of Caesar Robbins. In 1866, after being "forcibly ejected" from a Baltimore train station, Garrison tested the nation's first Civil Rights Act in court almost a century before the Montgomery Bus Boycott. Her case was summarily dismissed, despite the law.




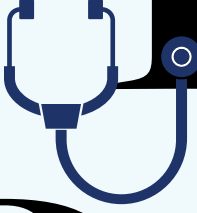
This page, middle: The exterior of the 544-square-foot Robbins House, built in the early 1820s. It was originally located on a farm overlooking the Great Meadows along the Concord River, and is now located opposite the Old North Bridge.

This page, bottom: A set of shackles at The Robbins House is symbolic of the ones used to enslave African Americans.

Opposite page: Maria Madison stands in front of The Robbins House.



Health Policy Change- Makers



HELLER ALUMNI
ARE ADVANCING
HEALTH EQUITY
FROM EVERY ANGLE

by ANNIE HARRISON, RABB MS'21

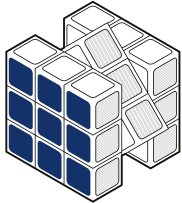
Illustrations by TAL FRIEDLANDER

Heller students are change-makers. They enroll in graduate programs eager to gain the knowledge, practical skills, and quantitative and qualitative analytical approaches needed to take on profound social policy issues. They challenge themselves to consider their role in effecting lasting social change.

Many Heller alumni focus their sights on improving the U.S. health care system, which is complicated to navigate and riddled with deep disparities for marginalized populations. For a system as complex and broad as health care, true change requires effort from every sector, from clinics to legislatures, from boardrooms to classrooms, and from research labs to neighborhoods and communities.

Heller change-makers write legislation. They work with patients one-on-one. They advocate and organize from the outside. They present and disseminate compelling research. And so much more. No matter the path they take after graduation, our alumni have a shared desire to address injustice and take on long-standing problems to make the world a better place for the future.

We spoke with alumni from four different sectors who shared how they work to improve health care policy, and why they believe their field is a meaningful avenue for change.



GETTING OUT TO THE PEOPLE

RACHEL KRAMER, EMBA'20

Dr. Rachel Kramer, EMBA'20, started an obstetrics and gynecology practice two years after residency, but never considered herself an entrepreneur prior to attending Heller. The Executive MBA for Physicians program appealed to her because it harnesses management skills to improve health care.

As a practicing physician and medical director of women's services at Virtua Medical Group, Kramer observed low cancer screening rates for uninsured patients. Although the state pays for cancer screenings for uninsured women through the New Jersey Cancer Education and Early Detection (NJCEED) program, she found that more than half the patients weren't showing up to appointments. She says doctors wondered whether the patients didn't care or didn't understand what the screening was, or perhaps other obstacles were preventing them from keeping appointments.

After her Heller EMBA entrepreneurship class, Kramer went home and began thinking about what she could do to better reach her patients and offer them care. NJCEED was going into the community on weekends to sign up patients for preventive care, but there was still one problem: The clinic wasn't open on weekends to provide the services.

Kramer came up with the idea for a mobile medical van that could bring mammograms and Pap smears directly to patients at churches and other community organizations. She wrote a proposal with NJCEED to get a van fitted with equipment, and the project is now in a pilot phase.

Physicians began testing the service by offering mammograms on alternating Saturdays and Sundays to see how the community would respond. The result? There was a line around the block.

"There's your 54% no-show rate," Kramer says. "It's not women who don't care or don't understand; it's just that we're setting up these artificial barriers to their care."

She says people in medicine have a tendency to blame the patient by assuming they don't value the importance of screenings, when in reality, patients may only have one day off from work and are unable to get to appointments during traditional work hours. Part of improving access to health care is combating implicit bias, she notes.

Kramer says patients have shown a lot of enthusiasm about the mobile medical services. Physicians benefit as well, in that they connect with patients where they are and can schedule follow-up appointments for individuals who need them.

"One thing I realized at Heller is that you really have to get to the people," she says.



Part of
improving
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is combating
implicit bias.

FINDING THE RIGHT ANSWERS TO THE RIGHT QUESTIONS

TOM MACKIE, PHD'14

Tom Mackie, PhD'14, is an associate professor and chair of health policy and management at SUNY Downstate Health Sciences University.

He says a foundational lesson from his time at Heller was that rigorous research alone will not generate the transformation needed in the health care system. Mackie says that the role of researchers is being reconceptualized from simply pushing evidence out to policymakers to instead building the partnerships necessary to ensure the research is relevant to the complex and ever-changing landscape of health care.

“Partnerships with patients, providers and policymakers bring the expertise we need to ensure the practice and policy relevance of the research that we conduct,” he says.

As researchers strive to create positive social change, Mackie says it is critical for his team to understand the values and priorities of patients, clinicians, policymakers and other key decision-makers. He explains that his research team engages strategies such as patient co-investigators and advisory boards to ensure the research responds to their priorities.

Such efforts help his team make sure they are asking the right research questions and measuring the right outcomes, says Mackie. His team is then able to produce the evidence needed to shed light on the trade-offs that pertain to practice or policy decisions.

“For example,” he says, “we might want decisions to be made exclusively by what improves health outcomes most, but other factors, such as cost, often influence the option that will be selected, too.”

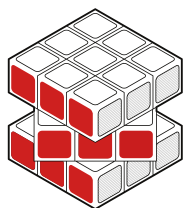
Mackie adds that academic researchers are expected to remain impartial when conducting research, and a benefit of working in an academic setting is that regulatory policies help ensure research is transparent and conflicts of interest are reported and monitored.

Academia is a training ground for policymakers and practitioners to become critical, thoughtful and informed decision-makers, Mackie says, and this training can happen beyond the classroom. For instance, he has been working with systems engineers to build simulation models that help policymakers integrate evidence into setting key dimensions of policies for universal screening of trauma among children and adolescents.

“In many ways, academic researchers are uniquely situated with the responsibility of equipping decision-makers with the best available evidence and then optimally working with them to ensure they know how to contextualize the relevance of that evidence to the decision at hand,” Mackie concludes.



Rigorous
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LOOKING AT THE WHOLE PACKAGE OF CARE

VIVEKA PRAKASH-ZAWISZA '03, MS/MBA'19

When Dr. Viveka Prakash-Zawisza '03, MS/MBA'19, first came to Heller, she had been a practicing physician for many years. She enjoyed making a difference patient-by-patient, but had a hunger to make bigger changes within the health care system.

She enrolled in the Social Impact MBA and MS in Global Health Policy and Management programs, wanting to draw on her expertise as a physician as well as seek perspectives outside her field.

"I really fell in love with it, and I felt my calling was in government and the public sector," she says. "I credit Heller with that."

In 2019, Prakash-Zawisza joined MassHealth, the state's Medicaid agency, as the medical director for MassHealth Payment and Care Delivery Innovation (PCDI), and now oversees the clinical aspects of care delivery. In speaking with providers, she says she investigates what is going well, what the challenges are and what can be improved. In speaking with patients, she assesses the efficacy of care delivery.

Health care has been a significant part of the Massachusetts state budget, even before COVID-19. According to the Massachusetts Budget and Policy Center, 36% of total state spending, or \$16.7 billion, went to MassHealth in fiscal year 2019.

In 2018, MassHealth launched an innovative program to reimagine health care payment and care delivery based on person-centered accountable care. The goal was to move away from a fee-for-service structure and toward a value-based structure in which providers look at the whole package of care.

For a patient who has severe diabetes, Prakash-Zawisza explains, this could mean that instead of being seen once every few months, they are connected with a care team that could include a nutritionist to make sure they are eating well, a social worker to ensure they are safe at home, and specialists such as a nephrologist or cardiologist.

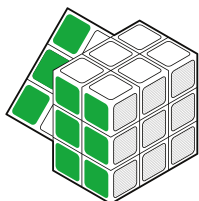
"We're thinking about that whole universe of care that the patient needs and how to make that work well and efficiently," she says.

Prakash-Zawisza says the public sector has a tremendous privilege of setting the tone for the whole health care landscape. MassHealth serves about 25% of residents in the Commonwealth, and has the ability to model progressive concepts in health care that the commercial sector might emulate.

"As a government entity, we can push innovation in a really interesting way," she says.



The public sector has a tremendous privilege of setting the tone for the whole health care landscape.





ELEVATING MARGINALIZED VOICES

JESSIE ZIMMERER, MPP/MA'12

Jessie Zimmerer, MPP/MA'12, says her training at Heller helped provide a foundation for understanding how the complicated U.S. health care system has both improved people's lives and let many people down.

"Health care, or the lack thereof, plays such a key role in the economic stability of families, and that stability can, in turn, determine what kind of housing you live in, where you go to school, whether or not you go to bed hungry ... and it has even been shown to relate to how often you vote," she says.

Zimmerer is a campaign manager at Community Catalyst, a Boston-based organization that provides funding and strategic coaching to state and local groups across the country working to change health care policies at all levels, with the goal of improving coverage, access, equity and quality in health care systems.

In addition to the experience she gained at Heller, Zimmerer made professional contacts that helped her follow her interests in this realm. She has reached out to former classmates and faculty for advice over the years, and her current boss, Eva Marie Stahl, is also a Heller alum.

Prior to her role at Community Catalyst, Zimmerer worked for elected officials in New Hampshire and Massachusetts. While she enjoyed helping to write laws and found it meaningful work, she also recognized that elected leaders cannot exist in a vacuum. They need smart, dedicated and well-organized grassroots partners to provide expertise and an impetus for change.

"This is certainly true when it comes to Medicaid expansion or premium subsidies, but it's also true when you think about broader civil rights frameworks," she says. "Black Lives Matter and other Black-led civil rights groups, LGBTQ+ rights groups, abortion rights groups, immigrant rights groups ... are the primary connectors of people to movements, and those movements are what inspire policy change."

Zimmerer believes advocacy is the place where people whose interests have been specifically and intentionally decentralized can most effectively demand reparation at this moment. Advocacy work helps ensure that the voices of people directly impacted by policy are front and center, pushing institutions to change.

"Essentially, advocacy is an important part of the wheel that moves us forward," she says, "just as policymakers, academics and direct service providers all play important roles and intersect with one another."



The complicated U.S. health care system has both improved people's lives and let many people down.

IN A
POWERFUL
NEW BOOK,

ANITA HILL

DESCRIBES
THE TRUE
COSTS AND
CONSEQUENCES
OF GENDER-BASED
VIOLENCE

**IT'S A
PROBLEM
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WE HAVE
TO SOLVE IT**

In September 2021, University Professor Anita Hill released her third book, “Believing: Our Thirty-Year Journey to End Gender Violence,” a comprehensive examination of gender-based violence. In it, she provides a breathtakingly thorough and occasionally gut-wrenching review of the myriad ways that this violence infiltrates and damages lives, communities and social structures.

Hill connects the dots from elementary-school bullying to college sexual assault, workplace harassment and intimate partner violence, laying bare the broken systems that often fail to provide accountability or properly investigate complaints. Along the way, she interweaves stories from her own life and others’, poignant reminders that although gender-based violence is almost too ubiquitous to fully comprehend, its consequences are meted out on individual lives.

Hill spoke with Heller Communications about the book, the true scope and impact of gender-based violence, and her goals and ambitions for change. These are edited excerpts from that conversation.



by **BETHANY ROMANO, MBA'17**

Illustration by **JOHN JAY CABUAY**

► You describe “the struggle” for social change as neither a race nor a marathon, but a relay. How does “Believing” contribute to that relay?

Gender-based violence has been passed from generation to generation. If you consider all the different behaviors that fall under that category, it includes bullying, harassment, sexual harassment, sexual assault, rape and intimate partner violence. It’s an intergenerational problem that implicates all of our systems.

This is not going to be solved in one generation, and that’s what I mean by the relay. I feel like this book sheds light on the whole of the problem and the connection between the different behaviors that drive it, how it’s built into our structures and systems. That means some things won’t be done in this generation. But it also means that we have to get started.

I talk about this as our country’s 30-year journey, but it’s really just a slice of the longer journey. Many people have gone before me. Many people are traveling with me. And I hope there will be many to follow.

► There’s a section of the book in which you bounce back and forth between your 1991 testimony and Christine Blasey Ford’s in 2018. It illustrates how aspects of our culture have changed in the last 30 years, but the rules of those Senate proceedings did not. What are some of the gaps in those proceedings, and the legal system more broadly, that you wish more people were aware of?

In 1991, as well as in 2018, there was no transparency or clarity on how to file a complaint, what the contents of a complaint should be, who would investigate it, how thoroughly it would be investigated — I mean, there was no process. What happened in Washington seems really odd and sort of spectacular in terms of a failure, but it’s a replica of what is happening in many, many settings.

Some of the details may be different, but the overall lack of transparency and clarity, and the intention for the system to help survivors and victims, are not there. Where does a person who is working in a factory, or in Silicon Valley, file a complaint? What can they expect to happen? Will they ever know whether it’s been investigated? And if they are a gig worker, contract worker or volunteer, there may be no recourse at all.

When we think about the legal processes in a sexual harassment case, ultimately it comes down to whether a judge or jury determines that the behavior was “severe or pervasive.” And that term is very broadly interpreted. In some cases, really egregious, derogatory remarks about women have been categorized by judges as “stray remarks,” which the law does not protect against. And it’s not just verbal comments; often, even physical touching is tolerated under the “severe or pervasive” standard.

And, of course, there are problems with the criminal justice system. The actual number of rape cases that are brought to trial is minuscule. According to a Washington Post article, less than 6% of rape complaints result in arrest, and only 1% are referred to a prosecutor. A massive number of rape kits are shelved and completely untested, or await DNA analysis. The system allows police officers broad discretion in investigating claims, and they

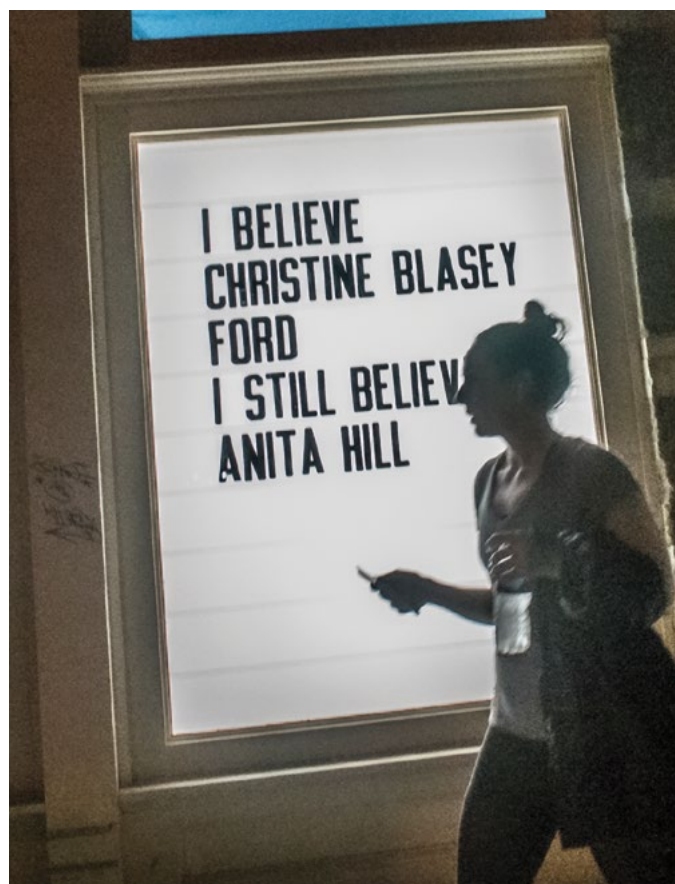


PHOTO BY BILL TOMPKINS / GETTY IMAGES

sometimes misclassify or dismiss claims of rape because they don’t believe prosecutors will pursue them. It also allows prosecutors to determine whether they’ll pursue a claim, and they want to make sure it’s a winner.

And on top of the systemic failures and structural failures, there are cultural issues, including victim blaming. You have to put all the dots together to understand the colossal problem we face. This is why, I believe, we do not have stronger protections and why our rates of abuse are so high.

► So, given how massive and multisystemic the problem is, how did you decide the boundaries of this book?

I’m smiling now because someone said to me, “You know, you’re trying to take all this on; it’s like boiling the ocean.” And it is. There’s this ocean of behavior out there. We know it’s happening to our neighbors, our friends, our co-workers. In some ways, I think people feel that this problem is so big, we can’t fix it. What I decided when I started out is to develop the mindset that it’s so big, we have to solve it.

Too many lives are at stake, too many individuals’ well-being is at stake. When you talk about this problem in terms of our military, our national security is at stake. Our confidence in our courts is at

stake. All of those things are at stake, and that means we need to do something.

I decided to think about it in terms of people's lives. I write about what happens to children in elementary school who are bullied because of their gender, gender expression or sexual identity. Then I take it through college, and ultimately into the workplace, homes and the larger world of politics. I look at how race, ethnicity, sexuality or sexual identity impact the experiences of victims and survivors. I wanted to break it down in terms of how people experience this behavior throughout their life. I wanted to humanize it.

One of the most important parts of the book to me is the chapter on race- and gender-based violence. I talk about the role of race and some of the dilemmas that women of color face coming forward into systems that continue to be racist. Anti-racism is not going to eliminate gender-based violence, but you can't eliminate gender violence for women of color unless you take on racism. That chapter also includes sections about the sexual assault of boys, and about male gender policing that usually shows up in the form of violence. I put all of that together in one chapter because shaming is at the core of many of those experiences.

I also wanted to answer some questions I have been asked along the way, like: "What do I tell my daughter?" My answer is, talk to your daughter, but also talk to your son. There are two reasons: First, we know men are more likely to be perpetrators, or if they're not perpetrators, they probably know others who have participated in this kind of behavior. And the other reason is because one in six boys and men has been a victim of sexual assault or some kind of violation. That is a lot. We can't forget about that.

You need to talk to both, but you can't let the conversation stop there. You've got to talk to teachers, principals, superintendents, the school board or whoever is shaping the experience of students in school. And you've got to demand accountability.

► *You take a lot of care to explore how gender-based violence does great harm to families and communities, in addition to individual victims and survivors. Could you talk a little bit about that?*

We never want to make the survivor secondary, and that is not my goal, but I think most survivors would tell you that the harm is not to them alone. There's harm to their family, to their relationships.

If we look at intimate partner violence as just one example of behavior that harms us all, an estimated 10 million people per year in the U.S. will experience some kind of domestic or family violence. Many of those people — one estimate is 38% — will become homeless as a result. We know that when people are homeless, there is an impact on the education of their children. They may have problems keeping a job, or more absences from work. Part of the cost is lost productivity. There are also medical costs, and societal costs, to support individuals who experience intimate partner violence.

There's an emotional impact on the community as well. In the book, I talk about a community where there were five murder-suicides within the span of two or three years. Just think about all of the people who suffer. One woman worked as a cashier at the

grocery store. One drove a school bus. One was very involved in Little League. One person, who knew one of the victims, said, "He didn't take her from one person, he took her from all of us," meaning all of the people that she knew in this community.

The children of these individuals suffer. Co-workers are impacted, families are impacted, people you do volunteer work with or people you worship with. Communities are left wondering: What could we have done to prevent this?

► *In your introduction, you say, "I envisioned myself as an educator, not a crusader ... I do not fit the stereotype of a movement leader." How do you think of yourself as a change-maker?*

I want to make people aware of the problem, offer a solution and make them believe that solutions are possible. I don't know exactly what to call that. I tell people that I'm not an activist because an activist has to be a really good organizer. There are things that I do pretty well, which is research and putting together information. But organizing people? No.


I decided that I'm not going to try to deal with just one piece of this problem. I'm going to deal with the whole of it. I know what I want to do with my work, and I want to use every tool we have.

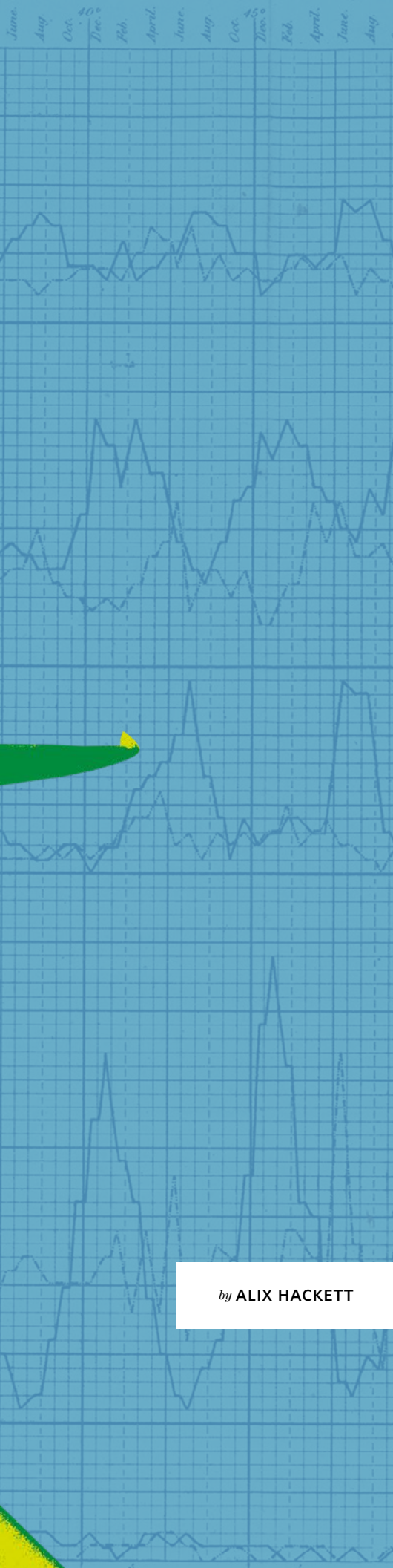
We need to be out there measuring more. In 2018, Sens. Warren, Gillibrand, Feinstein and Murray sent a letter to the Government Accountability Office asking them to calculate the economic cost of sexual harassment in the workplace. And the answer is, we don't really know. We know there are health implications and housing implications, workplace and productivity implications. But our government has not calculated the overall cost of those impacts.

As the saying goes, you can't fix what you haven't measured. But to go along with that, what we care about, we do measure.

► *At the end of your book, you call on people at the highest levels of power — including President Biden — to take action.*

I talk about Joe Biden and the role that he can play, and I call for policy change that could begin to acknowledge the problem and commit resources, with an array of our federal agencies solving it. But I'm really talking about all leaders of all institutions. Whether it's the CEO of a company, or the president of the United States, or admirals and generals in the military. Leadership needs to address this as a public crisis. We need to really closely examine our structures and understand how they actually support this problem instead of solving it.

I do want people to have hope, because I think we've come so far. We know more because researchers are amassing the knowledge to inform better approaches. All the research and all the work that people are doing has revealed and educated people about gender-based violence. Public sentiment has changed, and people expect and are willing to demand accountability. Survivors and victims have found their voices. All this gives me hope. And even though Christine Blasey Ford's outcome was similar to mine, the public response was different. As a culture, we've moved. Now it's time to take the knowledge and energy and go forward to demand change. 



As a college student in her native Colombia, Paula García, MA SID'13, spent vacations working as a ranger in the country's vast and varied national parks. In addition to the natural beauty, she was struck by the solar panels erected outside many rural communities, allowing for refrigeration and electric lighting hundreds of miles from the nearest power grid, without the noise and pollution of a diesel generator.

"I was mesmerized," she recalls. "That was the first time I started feeling really enthusiastic about renewables."

Over the next two decades, García channeled that enthusiasm into a successful career, becoming an expert in renewable energy technology, policies, and markets in the U.S. and abroad. At the same time, she emerged as an outspoken advocate for energy justice, pushing to ensure the transition to clean energy addresses the racial and economic inequities exacerbated by climate change.

"When people think of renewable energy, they immediately think of helping the environment," she says. "That's an important piece, but there is so much more to it."

TAKING ON CLIMATE CHANGE

Today, García is a senior bilingual energy analyst in the Climate and Energy program at the Union of Concerned Scientists (UCS), a national nonprofit founded in 1969 by a group of scientists and students at MIT. The organization, headquartered in Cambridge, Massachusetts, uses science to tackle global issues like climate change, sustainable agriculture and nuclear weapons. A staff of around 250 scientists, analysts, and policy and communications experts conducts independent research, works to develop solutions and advocates for policy changes.

García focuses mainly on the electricity sector, where technology and policies around solar and wind power are constantly evolving. This past fall, her team began studying what would happen if 24 states were to transition to 100% renewable energy, factoring in technology trends and costs, regulations and health benefits. When complete, the analysis will serve as a blueprint for states to advance clean energy infrastructure.

García also leads the Massachusetts-based work of UCS by participating in coalitions, speaking regularly with legislators and mobilizing supporters when a climate-related bill or initiative is on the table. In 2016, she worked tirelessly to support the state's first offshore wind requirement (also the first in the nation), which cemented Massachusetts' reputation as a leader in renewable energy.

"That was huge, seeing history in the making and being part of it," she recalls. "I can point to that as one of the most rewarding moments of my career."

by ALIX HACKETT

PROMOTING GREEN TECHNOLOGY

García believes wholeheartedly in the potential of renewable energy to replace fossil fuel-based sources, and she also believes, as do most scientists, that the future of our planet depends on it.

Addressing climate change requires a hastened and drastic reduction in the toxic emissions produced by burning coal, oil and gas, García says, as well as a corresponding shift to clean energy sources like solar and wind. This will require radical transformations across industries, such as the transportation sector replacing gas-powered commercial vehicles with electric ones, and inside our homes, consumers swapping oil- or gas-powered furnaces for heat pumps.

The technology to make these shifts exists, says García. Solar arrays and wind farms produce vast amounts of power with zero emissions, and advances in battery storage allow for uninterrupted access to electricity on cloudy or windless days. In 2020, wind turbines in the U.S. produced 338 billion kilowatt-hours of electricity, enough to power 31 million homes. The same year, more solar power was produced than ever before, and the number of households with rooftop panels surpassed 2 million.

This is good news, and one of García's favorite tasks is using facts to combat the misconceptions that clean energy is unreliable or "doesn't work." In 2017, García and her team issued a report called "Clean Energy Momentum," which details each state's progress in the transition to renewable energy and the impact on jobs and the economy.

"The findings are showing us that renewable energy isn't just working well, it's working well at a large scale," says García. "Public education is key so that people understand that the technology is here, we need it and it's providing benefits."

REALITY CHECK

As temperatures continue to rise, García sees clean energy as a way to both combat climate change and deal with its impact. To illustrate the latter, she points to Hurricane Maria, which knocked out the power grid in Puerto Rico in 2017 and led to the largest

“What types of measures are being taken to ensure new houses being built can survive, and that people living in them can thrive?”

blackout in American history. Solar panels and battery storage saved lives by providing electricity to aid workers, doctors and patients reliant on dialysis or temperature-controlled medications.

"The beauty of solar with microgrids is that, in the middle of a tragedy, you can easily unplug from the grid that isn't working and be an island that is powering critical infrastructure," García explains. "For resilience, it's so important to have access to renewable energy."

García believes that while reducing emissions should be our top priority in the face of climate change, adapting to our current reality should be our second. Events like Hurricane Maria will become more commonplace as global warming continues, forcing more residents to relocate from their homes, sometimes permanently. Without proper regulations, García warns, construction companies will continue to build in flood zones or erect structures unfit for future weather conditions.

"Climate change is here, unfortunately, and we need to be better prepared for the impacts we are seeing," she says. "What types of measures are being taken to ensure new houses being built can survive, and that people living in them can thrive?"

PUSHING FOR ENERGY EQUITY

In October, the World Health Organization issued a dire warning about climate change, as well as an acknowledgment of its impact.

"The burning of fossil fuels is killing us," the report reads, and "while no one is safe from the health impacts of climate change, they are disproportionately felt by the most vulnerable and disadvantaged."

One example of this is extreme heat, says García, and certain communities feel the effects more than others: A suburb with tree-shaded streets and protected wilderness nearby offers a natural respite from the heat, while a heavily developed urban area does not. Wealthier households are also more likely to have in-home air conditioning and to be comfortable paying their electricity bills.

Fossil fuels also affect low-income and marginalized populations by polluting the neighborhoods they live in, says García. Studies show that residents near coal-fired power plants suffer from increased risk of respiratory disease, lung cancer and other health problems. The shift to renewables would "improve the health of these communities," García says, as well as the health of the planet.

When García explores new ways of accelerating the adoption of renewable energy, issues of equity and racial justice factor heavily into her analysis. One of the biggest risks she faces, she says, is letting the urgency of the climate crisis justify solutions that perpetuate historic inequities. Instead, her goal is to ensure marginalized communities have equal representation in the renewable energy economy — both as providers and customers.

There is much work to be done on this front. A study by the Solar Foundation found that the solar industry workforce is overwhelmingly white, with less than 37% identifying as Latinx, African American or Asian. Racial diversity at the leadership level is even rarer. On the customer side, a recent study by the Lawrence Berkeley National Laboratory found just 15% of households with solar panels earned below \$50,000 per year, signifying that the technology remains

out of reach for residents who would benefit most from the energy cost savings. Low-income families are spending nearly 9% of their income on electricity, the Department of Energy has found, versus 3% for wealthier households.

“We need to make sure that big companies aren’t the only ones benefiting from investments in renewable energy,” says García. “And for households that are already having a hard time paying for everything they need, it would be great if solar could help alleviate that burden.”

REGULATING CLEAN ENERGY

García believes the power to level the playing field lies in large part with the government, which can subsidize the cost of electric vehicles and heat pumps and require energy companies to offer competitive rates on sustainably produced power. Policies and regulations are also crucial in holding industries accountable for reducing emissions and ensuring progress in the transition to renewable energy, she says.

This past March, García celebrated the approval of a climate roadmap bill in Massachusetts, which lays out specific benchmarks that must be reached over the next three decades in order for the state to achieve net-zero emissions by 2050. In a post on the UCS blog, García praises the law’s inclusion of sector-specific targets as well as its provisions to ensure clean energy progress by expanding the state’s offshore wind capacity.

Legislation like this ensures that progress toward renewable energy will continue, regardless of a future governor’s — or president’s — political affiliation, she points out.

“It’s no longer left to the discretion of the person in power to decide if they want to prioritize climate action,” García explains. “It’s the law.”

Paula García ▶





CHOOSING HELLER

Before García arrived at UCS, most of her work experience had an international focus. After graduating with a degree in engineering from Pontificia Universidad Javeriana in Colombia, she worked for Oxfam America, where she conducted research on entrepreneurship in Latin America and the Caribbean. Later, at the Meister Consultants Group, she advised the Colombian government on how to advance renewable energy.

García's interest in advancing economic, environmental and social development is what brought her to Heller, where she enrolled in the master's in Sustainable International Development program in 2011. She found inspiration studying topics like climate change and economic development through a social justice lens, and appreciated the emphasis on using a participatory process to design programs and policies.

"The Heller approach is to listen to the voices of those who have been affected to make sure you're bringing them, in a thoughtful way, into your work," she

says. "It's such a solid foundation to conduct good work that's not perpetuating inequalities."

In her current position, García draws regularly from the diplomacy and teamwork skills she strengthened in Heller classrooms, where her classmates hailed from nearly every continent and were engaged in a variety of professions.

"We learned how to collaborate and actually value and embrace our differences in the process," she recalled. "I think that's very unique to Heller."

García's contributions to class discussions were memorable to former Heller faculty member Sajed Kamal, who described García as an "outstanding student" as well as a talented researcher with a passion for social and environmental justice.

"Paula was brilliant, a hard worker, confident, but at the same time eager to learn new things," says Kamal, who nominated García to join him as a board member of the Boston Area Solar Energy Association. "Her contribution to UCS as an objective observer

and critical thinker with a multilingual and global perspective is invaluable to the organization's fight against climate change."

LOOKING FORWARD

Although her current work involves U.S.-based stakeholders and policies, García maintains professional contacts in her home country and hasn't ruled out an eventual return to hands-on work in Latin America.

Wherever she goes, she'll continue to learn from the people closest to the problem, whose lives have been shaped by polluted neighborhoods, extreme heat or rising sea levels. Their input is critical to García's approach as she works to address two of society's most pressing crises.

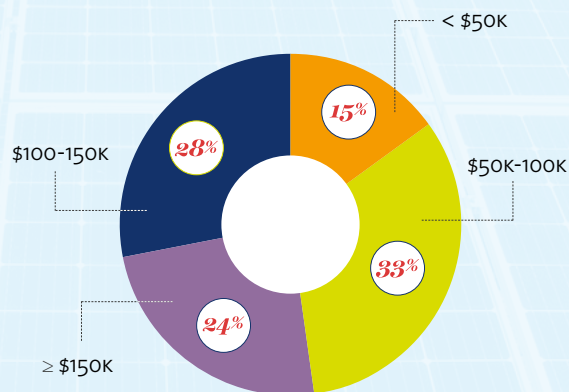
"Historically, we've seen so many destructive practices in which people just show up, say 'let's work together,' and then leave," she says. "Being able to build trust and learn from local communities, making sure their voice is what's guiding me — I think that's one of the things that really gives meaning to my work." ■



"Energy Justice Now" mural painted by graphic artists Lisette Correa (who goes by Arrrtaddict) and Eric Nine for the Energy Justice Now: Art x Activism for Jobs, Climate and Justice rally in the Atlanta East Point neighborhood on August 23, 2021.

Gaining Access to Solar Power

Households with solar power tend to skew higher-income relative to the broader population in the U.S., although the degree of disparity varies across states and local markets. Solar power is growing among lower- and moderate-income households over time, however, reflecting a broadening and deepening of U.S. solar markets.



PERCENTAGE OF SOLAR ADOPTERS BY HOUSEHOLD INCOME, 2018

SOURCE: "INCOME TRENDS AMONG U.S. RESIDENTIAL ROOFTOP SOLAR ADOPTERS," 2020, ELECTRICITY MARKETS & POLICY GROUP, LAWRENCE BERKELEY NATIONAL LABORATORY

JESSICA SANTOS, PHD'15

Research Center for Immigrant Health Selects Heller Alumna as Inaugural Director



In October 2021, Jessica Santos, PhD'15, departed the Institute for Economic and Racial Equity (IERE) at Heller and became the inaugural director of the Leah Zallman Center for Immigrant Health Research at the Institute for Community Health (ICH) in Malden, Massachusetts.

Santos joined Heller in 2011 as a PhD student and recipient of the Anne Ralen Brown Endowed Scholarship. With a professional background in community development and state government, she focused her PhD studies on workforce development, racial equity and immigrant integration policy.

After completing a PhD in 2015, Santos became a full-time researcher at IERE and taught courses in the MPP, PhD and HSSP programs. At IERE, she led applied research focused on improving the well-being of immigrant communities in New England and fostering economic and racial equity through participatory research. Together with national partners, she co-developed a portfolio of research and practice around empowerment economics.

Under Santos' leadership, the Leah Zallman Center will investigate the contributions of immigrants to the health

of U.S. society and analyze the impacts of policy decisions on immigrant health. Santos is enthusiastic about the opportunity to engage in "on the ground" policy research with local partners and communities. Though she'll spend her first year building her research team and establishing new projects and partnerships, she's already thinking ahead to growing the center's capacity for education, training and policy impact.

"The center is well positioned to have direct conversations with policymakers and local community members, which I'm really excited about," Santos says. "It feels like there are endless possibilities to do important work at the ground level and also at scale."

Santos will maintain ties with Heller as a visiting scholar, continuing her research in empowerment economics with a cohort of master's and doctoral students she has trained in this innovative participatory research method. In the long term, she also intends to collaborate with Heller research faculty on new projects, and hopes to establish a postdoctoral position that could one day welcome Heller PhD graduates with expertise in immigrant health.

"Immigrant health is one of the issues we have to pay attention to in the upcoming post-pandemic policy environment," says Santos. "We need to learn how to welcome newcomers and celebrate their strengths and contributions. My hope is to lead studies that reveal policy solutions to eradicate disparities in health and in the social determinants of health. In the end, policy solutions that improve systems and advance equity benefit all." ■

TOM SANNICANDRO, PHD'16

New Nonprofit Eases Estate-Planning Process for Parents of Children with Disabilities



“I wanted to do something when I retired that was meaningful,” Sannicandro explains. “From my work at Heller and as an advocate for people with disabilities, I want to be on the forefront for how we empower people with disabilities.”

After a career that spanned business, academia and public service, Tom Sannicandro, PhD'16, is applying his experience as an attorney and disability rights advocate to a new endeavor. In mid-2021, Sannicandro founded SpecialNeedsTrustsOnline.com, a nonprofit website that simplifies the estate-planning process for parents who have children with disabilities.

“If you have a kid with special needs, you can't just do a will like anybody else. Instead, typically, you need to put together a special needs trust, and then put the wills into that trust,” says Sannicandro, who was a Nancy Lurie Marks Fellow while at Heller. He goes on to explain that adults with disabilities who receive Supplemental Security Income (SSI) become ineligible if their bank account balance exceeds \$2,000. Putting inheritance assets into the trust allows the

recipient to continue to receive SSI and still have assets in excess of \$2,000.

Sannicandro has an adult son with Down syndrome, and keenly understands the challenges that parents face when contemplating the best way to provide for their children in the long term. Unfortunately, the specialized estate-planning process is often expensive for these families — costing up to \$5,000 in legal fees alone.

“That price tag excludes parents who are low income or even middle income who still have assets to leave to their children,” he says. “But if the family does nothing, it essentially disinherits the child and leaves them with no assets.”

Sannicandro found that legal services websites almost never include specialized estate-planning services for families with children with disabilities, and those that do exist are often extremely complicated to decipher.

Seeing an opportunity, he decided to develop a website that would simplify and automate the steps for these families while charging a fraction of the going rate. He conducts a brief phone or video consultation with parents, talks them through the process and then reviews the customized paperwork generated by the website to ensure it suits his clients' needs.

“I wanted to do something when I retired that was meaningful,” Sannicandro explains. “From my work at Heller and as an advocate for people with disabilities, I want to be on the forefront for how we empower people with disabilities, particularly those with intellectual and developmental disabilities. Estate planning can be very challenging for families, even emotional, especially if their child really depends on them for everything. So it's difficult but also very rewarding to help them navigate this experience.” ■

ZIYANDA STUURMAN, MA SID'20

Alumna Authors Book on Future of Policing in South Africa

As a policy manager at the Abdul Latif Jameel Poverty Action Lab (J-PAL) in her home country of South Africa, Ziyanda Stuurman, MA SID'20, believes deeply in evidence-based policymaking that recognizes the complexity and interconnectedness of social policy issues. “It’s really difficult to understand South Africa’s high levels of crime and violence if you don’t understand what causes it,” she says.

In June 2021, Stuurman published “Can We Be Safe? The Future of Policing

in South Africa,” which unpacks the complex history of policing in the country and proposes solutions that are specific to the South African context.


Stuurman explains that South Africa’s post-apartheid police force has attempted to adopt a human rights-based approach, but a mid-2000s spike in crime and unemployment sparked a regression to highly militarized policing. “The South African police service has been around for 108 years, but only in

the last 27 has it tried to transform into a force that is responsive to South Africans’ needs,” she says.

The goal of the book, she says, is to communicate that there is no quick and easy fix to reduce crime. “Our police mostly aren’t able to do the job of fighting crime because crime is a social problem, not just a security or policing problem. You’re not going to deal with high unemployment or high rates of gender-based violence by hiring more police officers or giving them more guns or more bullets,” she argues.

In writing “Can We Be Safe?” Stuurman tried to keep the focus on context and solutions that are relevant to South Africa. Though the global influence of the Black Lives Matter movement is undeniable, U.S.-centric responses to police violence — such as body cameras — are seen as ineffective or too expensive to be practical in South Africa.

Instead, Stuurman pushes for “radical accountability and transparency” from the South African police budget, which has grown by 66% over the last eight years. “That money could have gone to social services that demonstrate a reduction in crime,” she contends.

“Everybody wants to see results overnight. No one really wants to do the hard work of investing in social services and programs that will deliver more secure lives and livelihoods in five to 10 years. Every single cent that we give to the police should be justified.” 



THIS PAGE, PHOTO BY JE'NINE MAY/UCT NEWS | OPPOSITE PAGE, PHOTO BY HERATCH EKMEKJIAN

THOMAS P. GLYNN III, MSW'72, PHD'77

Celebrating a Career Built on Solving Big Public-Administration Challenges



Glynn with the late Ronny Zinner, 2007

An outsider might look at the career of Thomas P. Glynn III, MSW'72, PhD'77, and call it nonlinear. Recently retired as the CEO of the Harvard Allston Land Company (HALC), he has also been executive director and CEO of the Massachusetts Port Authority (Massport); chief operating officer of Partners HealthCare (now Mass General Brigham); deputy secretary of labor under former Heller faculty member Robert Reich in the Clinton administration; senior vice president of finance and administration at Brown University; deputy commissioner of public welfare under Massachusetts Gov. Michael Dukakis and general manager of the Massachusetts Bay Transportation Authority (MBTA).


Glynn, however, is quite clear about the throughline of his career. "I am a manager and have been interested in solving significant public-administration challenges."

Today's Heller students see Glynn's work at the school, whether they realize it or not. Few people have held as many roles as he: student, adjunct lecturer, assistant dean, Heller board chair and Brandeis University trustee. As a student, he helped create the master's in management of human services (MMHS) program, predecessor to today's Social Impact MBA. As chair of the board of advisors, he worked with former Dean Jack Shonkoff and late Vice Chair Ronny Zinner to find funding to supplement the generosity of the Schneider and Zinner

families for construction of the Irving Schneider and Family Building and the Zinner Forum.

"The Massport Model" is one of many lasting legacies from Glynn's six-year tenure at Massport. Glynn ensured local community participation in the development of real estate in East Boston and the Seaport District. He also created a decision-making structure for evaluating the Seaport's Omni Hotel project development proposals, where 25 points out of 100 were awarded based on the diversity of all aspects, including investment. The success of the "Massport Model" has led to its adoption in other public-sponsored projects.

After Massport, Glynn was recruited to become CEO of HALC, where he helped launch the development of an enterprise research campus in Allston, Massachusetts. "How we approached developer selection for the Omni Hotel informed the selection process for the enterprise research campus. It's a great example of a university being a leader on the issue of diversity and inclusion," he says.

Glynn retired from HALC in the summer of 2021, and in addition to nonprofit board service with the MGH Institute of Health Professions and the Pine Street Inn, he is very happily back in the classroom, bringing his values and wealth of experience to public policy students at the Harvard Kennedy School. 



CALLING ALL ALUMNI MENTORS!

Do you have expertise to share or an ear to lend, and a desire to work with the next generation of social change-makers?

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- + Academic and moral support to Heller students
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- + Guidance and wisdom that support confidence, self-esteem and mental health
- + A sense of belonging and alumni support among the diverse students of Heller

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I give to Heller because...

“I give to Heller because of the opportunities a Heller PhD in social policy afforded me in advancing my goals in a higher-education career, with a focus on social equity. Supporting a doctoral fellowship in economic and racial equity enabled me to provide an opportunity to a student having similar aspirations.

“The naming potential in recognition of my parents, Morris G. and J. Josephine Ward, was another motivating factor. Allocating minimum required distributions from retirement funds, as recommended by a financial planner, also played a role in the creation of this fund.”

Learn how to reduce your tax burden and help Heller students via your retirement funds, or find out more about setting up a Fellowship Fund at the Heller School. Contact Kate Kaplan, Director of Development and Alumni Relations, at katekaplan@brandeis.edu.

ROBERTA WARD WALSH, PHD'89

HIGHER EDUCATION PROFESSOR AND ADMINISTRATOR;
RESEARCHER AND CONSULTANT

Roberta has been a member of the Heller Alumni Board since 2019. She views the experience as refreshing and rewarding, becoming acquainted with the school's new degree programs since her matriculation and observing firsthand the strong dedication the Heller School has to its mission.



PHOTO BY GLENN PERRY

BACK COVER(AGE)

ANITA HILL

“What we need to do is change the systems, but it’s not going to happen overnight. We can’t expect one generation to correct them.”

QUOTED IN THE NEW YORK TIMES ABOUT
ENDING GENDER-BASED VIOLENCE

RACHEL SAYKO ADAMS, PHD’13

“The consequences of this perfect storm may be devastating.”

QUOTED IN NEWSWEEK ABOUT HOW INDIVIDUALS
WITH A HISTORY OF TRAUMATIC BRAIN INJURIES
ARE MORE AT RISK FOR OPIOID ABUSE

MONIKA MITRA

“The assumption is that a person cannot have a disability and take care of someone else.”

QUOTED IN THE LOS ANGELES TIMES ABOUT THE
DISCRIMINATION FACED BY DISABLED MOTHERS-TO-BE

TRACI GREEN

“Fentanyl has reached into communities where it hadn’t ever been before.”

QUOTED IN PEOPLE ON HOW FENTANYL BECAME ONE OF
THE BIGGEST CAUSES OF DRUG OVERDOSES IN THE U.S.