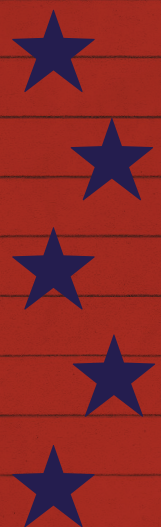


Brandeis University

Heller

{ A MAGAZINE FOR THE
HELLER SCHOOL FOR
SOCIAL POLICY AND
MANAGEMENT }



THE [REDACTED]
RIGHT
TO [REDACTED]
PARENT

PHD CANDIDATE ROBYN POWELL IS

FIGHTING FOR THE RIGHTS OF PARENTS

WITH DISABILITIES



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MEREDITH MARX, MA SID'19, WITH MASSIVE COCOYAMS DURING CACAO AGROFORESTRY PLOT ASSESSMENTS AS PART OF HER PRACTICUM AT THE YA'AXCHÉ CONSERVATION TRUST IN BELIZE. PHOTO COURTESY OF MEREDITH MARX.



Heller

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HELLER'S VIRTUOUS CIRCLE



The social policy landscape in the U.S. and globally is evolving rapidly and in ways that have deepened areas of social conflict, inequality and political division. For the researchers, scholars and faculty who comprise the Heller School, we find ourselves looking for ways to provide insight on these pressing developments, create a fact base for understanding their impacts and build discourse that ultimately leads to stronger and more equitable societies.

In this critical moment, and in my capacity as dean, I believe that places like Heller are more important now than ever. The research we produce, the education we provide and the public engagement we undertake are timely and essential. In my first 18 months here, I have become even more impressed with this school's capacity to take on these vital roles. But we must continue to push ourselves to rise to growing societal challenges.

In terms of our educational mission, we must find and attract great students; add value to their social policy careers through the education and student experience we provide and the connections we nurture while they are here; place those students into jobs where they can undertake impactful work; and stay engaged with them throughout their careers, thus building a network of alumni who help cultivate the next generation of Heller students. I like to characterize this process as a "virtuous circle" — that perpetual-motion machine of goodwill, hard work and valuable relationships that builds the capacity of our students as we improve the delivery of our mission as a school.

The stories in this magazine reflect what this virtuous circle looks like at Heller today. First, we welcome incredible students from around the world, six of whom you can learn more about in the feature article on our 2018 entering class. Before they even arrived, many of this year's incoming students gained orientation materials and academic refreshers through our online Summer Institute pilot program. Next, we train students in their program of study — like PhD candidate Robyn Powell (the subject of this issue's cover story), who is a lawyer and advocate for the civil rights of parents with disabilities. In addition to her dissertation research, Robyn also works on the Lurie Institute's research team alongside its new director, Monika Mitra.

Of course, the research we conduct at Heller not only provides employment opportunities for students but is woven into the

academic fiber of our community. For example, you'll read about the Sillerman Center's work to advance immigrant integration efforts in northern New England. This multiyear project directly informs the course that Susan Eaton and Jessica Santos have co-taught on immigrant integration policy in the U.S. for the last several years.

Other feature articles highlight Heller's interdisciplinary strengths and our depth in critical issues of the day — such as the interview with Cindy Thomas about the underutilization of medication treatments to combat the opioid addiction epidemic. And an article written by Joel Cutcher-Gershenfeld highlights his work convening stakeholders in the geosciences to question their deeply held assumptions, and ultimately facilitate large-scale culture change that could promote scientific advancement in the fight against climate change.

The virtuous circle means that once graduated from Heller, our alumni go on to have careers with deep meaning. The story of life sciences innovator and STEM equity advocate Susan Windham-Bannister, PhD'77, is an exemplar of the important work that many of our alumni seek to accomplish. You will also read about how our career development and alumni relations offices are growing and changing to better serve our graduates. Benny Belvin, assistant dean for career development, is bringing career services out of the Heller building, to meet alumni where they live and work. And Kate Kaplan, our new director of development and alumni relations, is eager to connect with our community of over 4,300 alumni.

Like any successful academic institution, the Heller School draws its strength and its inspiration from the incredible people who form our community and the mission that we all hold dear: knowledge advancing social justice. I want to draw special attention to the word "advancing" in that motto, because it suggests something important: Both the knowledge we generate and the social justice we aspire to achieve require constantly pushing ourselves as a research and education community. We hope the pages in this magazine illustrate how the virtuous circle can move us forward.

Sincerely,

A handwritten signature in black ink that reads "David Weil". The signature is fluid and cursive, with a large initial "D" and "W".

David Weil, Dean and Professor

HELLER EMBRACES INSTRUCTIONAL TECHNOLOGY WITH VIRTUAL SUMMER INSTITUTE FOR INCOMING STUDENTS

For Heller's globally focused master's programs, it's both a joy and a challenge to properly welcome scores of students from dozens of countries every August. In addition to navigating the visa process, moving to Waltham and securing housing, many are brushing up on old skills like statistics and academic writing while also learning about their new community and the U.S. classroom context — in other words, drinking from a fire hose.

Dean David Weil explains, "Faculty leaders and staff from these programs identified the need for students to have more than just a few days of orientation, especially international

students." Using technology as a solution, staff worked together to solve a common problem by piloting a six-week online Summer Institute.

"In the end, the Summer Institute made a big difference for a lot of new students," Weil continues, "and we learned a lot along the way. I'm proud that we tried something new. We're getting feedback, and I'm confident that future iterations will be even stronger."

Voluntary participation in the Summer Institute was offered at no cost to incoming students from three master's programs: Sustainable International Development (SID), Conflict Resolution and Coexistence (COEX), and Global Health Policy and Management (GHPM). COEX program manager Marc Kiredjian '05 directed the program, partnering closely with SID program director Joan Dassin '69 and a team of instructional designers from Brandeis' Rabb School of Continuing Studies, which offers online graduate programs.

Rabb School instructional designer Carol Damm says, "What made the Summer Institute successful, right off the bat, is that we took into consideration the needs of the students. For example, we asked ourselves, 'Do we let students work at their own pace or require that they stick to a schedule?' What we



SID PROGRAM DIRECTOR JOAN DASSIN DISCUSSES THE SUMMER INSTITUTE OUTCOMES WITH COEX PROGRAM MANAGER MARC KIREDJIAN. PHOTO BY BETHANY ROMANO

HELLER WELCOMES KATE KAPLAN AS DIRECTOR OF DEVELOPMENT AND ALUMNI RELATIONS

The start of the academic year welcomed Kate Kaplan, Heller's new director of development and alumni relations, and the latest addition to the school's administrative leadership team. In this role, Kaplan will build relationships with alumni and funders, raise philanthropic resources to support Heller's mission, and develop and build on existing engagement opportunities for alumni and friends of the school.



KATE KAPLAN

"I'm absolutely thrilled that Kate has joined our leadership team," says Dean David Weil. "Heller is fortunate to have many incredible alumni and friends, and Kate will help strengthen those relationships and build many new ones. I'm confident that her leadership will strengthen the Heller network and allow the school to provide additional needed

resources to our students, academic programs and research institutes for years to come."

Kaplan brings over 20 years of experience in institutional advancement, philanthropy and fundraising strategy to this important role. Prior to joining Heller, she held chief advancement officer posts at the Center for Disaster Philanthropy and at the Two Ten Footwear Foundation in Waltham. Her career has spanned the nonprofit, consulting and higher-education sectors, including positions at Tufts University, where she was president of the 100,000-member alumni association and where she continues to serve on the board of trustees.



MOUTUSHI ISLAM, MA SID'08, CHATS WITH LARRY ATKINS, PHD'85, DURING AN OCTOBER ALUMNI EVENT IN WASHINGTON, D.C., WHICH INCLUDED A TALK BY DEAN DAVID WEIL. PHOTO BY ROD LAMKEY JR.

"It's such a privilege to join the Heller and Brandeis communities, particularly at a point in time where there is incredible momentum through new leadership," says Kaplan.

"The students, alumni and researchers at Heller are change agents, working to build a more equitable and just world, addressing an urgent need. I'll be working to ensure that we have all sorts of resources that we need to support this mission. These resources include both networks of engaged and connected stakeholders as well as short-term and long-term financial support," she adds.

In addition to getting to know the community on campus, Kaplan is eager to build relationships with as many of Heller's 4,300 alumni as time allows. She hopes to expand opportunities for meaningful volunteerism, professional development, and events and programming for Heller alumni. She's also looking ahead to the school's next chapter and the approaching 60th anniversary, which will be celebrated in the 2019-20 academic year.

BRINGING CAREER DEVELOPMENT TO YOU

When Benny Belvin joined the Heller School in early 2018 as assistant dean for career development, he injected new vigor into his team's efforts to strengthen the alumni network and provide valuable services to Heller alumni everywhere.

Belvin says, "Our main focus is to meet alumni where they're at. And we're doing that in a number of ways — from individual career counseling, to educational programming, to networking in the field. The Career Development Center is a service for life. We mean that."

One key example of this is alumni coffee hours: Every Friday, a representative from Heller Career Development meets with

alumni at a coffee shop somewhere in the Boston metro area. Locations vary, and alumni sign up for a time slot in advance.

"Alumni who sign up for coffee hours can discuss a variety of things with us. It could include a possible career transition, concerns about organization or industry culture, how to access and use job-search resources or getting connected to other alumni in their field." So far, the coffee hours have been a huge success — the time slots are generally full — and Belvin fully intends to keep the program going.

In fact, Belvin's team is taking it on the road. During the Career Development Center's New York Trek in January and D.C. Trek in February, representatives from the Heller Career Development office will arrive a day early and hold coffee hours in those cities, too. Belvin says, "We want to give alumni resources they might not otherwise know about or have access to, including career counselors, whenever possible."

Alumni not living in one of those three urban centers shouldn't worry: Belvin and his team are regularly recording webinars for all of their career education programs. "That includes interviewing strategies, networking strategies, exploring the cultural nuances of the American job search, as well as industry-specific career education programs," he says. "Wherever you are in the world, if you have an internet connection, you can get this content."

Overall, Belvin believes strongly that accessing and using career resources is a critical component of every person's professional development. You can be smart and well-educated, he argues, but that doesn't always mean you'll get the job. "That's why career development exists," Belvin adds. "You have to understand people, organizational culture, the cycle in which organizations hire and what they're hiring for, how your qualifications line up to the job you want, how to activate people to connect you to opportunities."

"Since I've come to Heller, I've loved seeing how committed the students and alumni are to pursuing careers where they tackle core issues. We're here to help you get in the door so you can make that happen."



PHOTOGRAPH BY BETHANY ROMANO

BENNY BELVIN

MONIKA MITRA SELECTED AS DIRECTOR OF LURIE INSTITUTE FOR DISABILITY POLICY

Monika Mitra has been selected as the director of the Lurie Institute for Disability Policy and Nancy Lurie Marks Associate Professor of Disability Policy. The Lurie Institute is a national leader in generating relevant and impactful research on the well-being and health of people with disabilities across the life span in the U.S., and increasingly, around the world. Its mission is “to promote inclusive and effective policies that improve the well-being of children and adults with disabilities and their caregiving families.”

In addition to exploring new opportunities for the Lurie Institute and providing continued training opportunities to Heller students, Mitra says, “I am looking forward to engaging with new partners, including grassroots disability advocacy organizations, self-advocates, as well as other disability researchers, to realize the mission of the institute. This position offers me the opportunity to expand the Lurie Institute research base to address disparities in the health and well-being of people with disabilities in the global South.”

Mitra brings over two decades of experience in conducting research on the health care experiences and health outcomes of people with disabilities across the life span. She has a particular focus on the perinatal health and pregnancy outcomes of women with disabilities, violence victimization against people with disabilities, and disability-related disparities in health and access to care.

Since March 2017, Mitra has served as the institute’s interim director. In that time, she has grown the Lurie research team and cultivated several new projects, including establishing

the National Research Center for Parents with Disabilities, a web-based resource hub focused on generating and curating information that supports the civil rights of parents who have disabilities.

Heller Dean David Weil says, “Monika’s incredible leadership as interim director and her innovative research portfolio represent the best of what Heller can be: We push boundaries, effect change and inspire our community. We know she will carry the Lurie Institute to even greater heights as its director.”

Prior to joining Brandeis, Mitra held positions at the University of Massachusetts Medical School, where she served as associate professor in the Department of Family Medicine, and as senior program director for the Disability, Health and Employment Policy Unit at the Center for Health Policy and Research. She received her MA and PhD from Boston University, and her MS from Calcutta University, Kolkata, India.



MONIKA MITRA

PHOTOGRAPH BY BOB HANDELMAN



PHOTOGRAPH BY BOB HANDELMAN

T H E R I G H T T O P A R E N T

**ROBYN POWELL
IS FIGHTING
FOR THE RIGHTS
OF PARENTS WITH
DISABILITIES**

AND IT'S

PERSONAL

BY ALIX HACKETT

“Once you are a parent with a disability, you are held to a much higher standard. The moment you indicate any sort of need for help, it’s automatically viewed as, ‘See? This person can’t raise their child.’”

As a young attorney working for the National Council on Disability (NCD), Robyn Powell was assigned a project that would determine the trajectory of her career.

Powell, a new hire at the independent federal agency, was charged with researching the issue of parents with disabilities. It was a subject she knew little about, but she couldn’t say no to her first request.

“I didn’t think the issue would be much,” she acknowledged recently. “I figured I’d work on it for six months, write a report that was maybe 50 to 100 pages and be done.”

Instead, Powell spent a year conducting interviews and wading through court cases in an effort to understand the complex world that 4.1 million parents with disabilities in the United States navigate every day. The resulting 445-page report, “Rocking the Cradle,” was released by the NCD in 2012 and lauded for its groundbreaking research and findings.

The report set Powell on the path to becoming one of the country’s foremost experts on the rights of parents with disabilities — she’s since appeared on national news programs, been cited in major journals and spoken at the White House — and marked the beginning of a lifelong quest for justice.

“It happened all by accident,” Powell says, laughing. “I went into this thinking it would be one and done very easily, and I would move on. But I have not moved on at all.”

BECOMING AN ADVOCATE

Practicing law wasn’t a foregone conclusion for Powell, but advocating for people with disabilities was. Powell was born with arthrogryposis, a rare condition that affects the muscles and joints, and by the time she entered college, she had experienced her fair share of discrimination.

Becoming a social worker felt like the best way to make an impact, so Powell did just that, accepting a job out of

college helping adults with intellectual disabilities live more independently. Soon, however, she found herself frustrated by the barriers that continuously prevented her clients from accessing the supports and services they needed.

“I felt like I just kept putting a Band-Aid on everything,” she recalls. “I would fix the problem for one person, and then the next person would have the same problem.”

Within a year, she enrolled in law school, determined to tackle systemic issues at a higher level. After earning her JD from Suffolk University Law School, she signed on as a staff attorney with Greater Boston Legal Services, a nonprofit that provides free legal services to individuals in need. The majority of her clients were people with disabilities.

By the time Powell arrived at NCD, she was well aware of the systemic injustices and stigma that people with disabilities face. Still, when she began investigating issues for parents with disabilities, she was stunned by the lack of research on the topic. Many of the studies that did exist were problematic in their approach, she says.

“A lot of it was really pathologizing disability,” she explains. “It didn’t examine the positive aspects of parenting with a disability, and it didn’t consider that maybe it’s not the parents’ disability that’s causing the negative outcomes but rather the circumstances in which they live: poverty, lack of support, things like that.”

Bent on filling those gaps, Powell decided to pursue her PhD in social policy at Heller, where she’s concentrating in children, youth and families. It was the only school she applied to.

“Heller’s mission of using knowledge to promote social justice is really what I see as my mission,” she says. “I’ve always believed in using research to promote the rights of people with disabilities. If no one else was going to create this research, I was going to.”

OVERCOMING HISTORY

Bias and discrimination against parents with disabilities can be traced back to the eugenics movement of the late 19th and early 20th centuries, which saw the forced sterilization and institutionalization of people deemed “unfit” for parenthood, many of whom had psychiatric, intellectual or physical disabilities. Today, while compulsory sterilization is illegal in most states, the stigma facing parents with disabilities persists.

“People with disabilities are seen as dependents and in need of being taken care of, and therefore unfit to be parents,” says Monika Mitra, director of the Heller School’s Lurie Institute for Disability Policy. “This societal perception creeps into policies and laws.”

Parents with disabilities are at greater risk of losing custody of their children than their non-disabled counterparts, Powell says. In the “Rocking the Cradle” report, she found that removal rates where parents have a psychiatric disability are as high as 70 to 80 percent. When the parent has an intellectual disability, they are 40 to 80 percent. Thirteen percent of parents with physical disabilities have reported discriminatory treatment in custody cases.

In her research, Powell has found that parents with disabilities are penalized disproportionately for needing help with child-rearing tasks, despite the fact that most non-disabled parents have support of some kind, whether it’s day care or carpooling services.

“It takes a village to raise a child, and that’s not a bad thing,” says Powell. “But once you are a parent with a disability, you are held to a much higher standard. The moment you indicate any sort of need for help, it’s automatically viewed as, ‘See? This person can’t raise their child.’”

Since arriving at Heller in 2014, Powell has worked feverishly to increase the body of quality research devoted to parents with disabilities and reproductive health care for disabled women. She works full time as a research associate at the Lurie Institute, where she’s a co-investigator at the National Research Center for Parents with Disabilities, a research and advocacy project. She’s also analyzing 3,400 legal cases as part of her dissertation, which examines how the Americans with Disabilities Act (ADA) has been applied to child welfare cases.



POWELL INTERVIEWED IN THE JANUARY 18, 2018, EPISODE, “DIVIDED STATES OF PARENTING” FROM DIVIDED STATES OF WOMEN WITH LIZ PLANK. WATCH ONLINE AT DIVIDEDSTATESOFWOMEN.COM.



“So far, the ADA has not consistently been used to promote the rights of parents with disabilities,” she contends. “We know that anecdotally, but my purpose is really to try to get some empirical data on that.”

Creating research that could one day influence policies to improve the well-being and health of people with disabilities is at the heart of the Lurie Institute’s mission, says Mitra, who is on Powell’s dissertation committee. She is hopeful that when Powell starts publishing her findings, the impact will be felt in the courtroom.

“This topic is so incredibly important and has the potential to impact the lives of parents with disabilities and their families,” Mitra adds.

ELEVATING PARENTS’ VOICES

Through her research and advocacy, Powell takes pride in elevating the voices and stories of the men and women she is fighting for.

In 2016, she and two other women launched the Disabled Parenting Project (DPP), an online community written by and for parents and prospective parents with disabilities. The website, built with funding from Brandeis’ SPARK Program, features resources and blog posts about adaptive parenting and message boards where parents can ask questions and share tips.

“I kept hearing from parents that they just wanted to connect with other parents, and there’s no real way,” says Powell. “There was no central place for parents with disabilities to gather.”

On one section of the DPP site, how-to photos and videos submitted by readers demonstrate the multitude of creative ways that parents have adapted tasks to accommodate their disabilities, whether it’s changing a diaper from a wheelchair or setting up a nursery while blind. Soon, video interviews featuring parents with disabilities will be added.

The DPP provides a safe community for mothers and fathers with all types of disabilities, as well as information for individuals hoping to become adoptive or biological parents in the future. This inclusive model has proven especially comforting for parents with rare disabilities for whom the feeling of isolation can be most acute.

“Robyn’s cross-disability approach has shown us that we have more in common than we differ,” says Kara Ayers, associate director at the University of Cincinnati Center for Excellence in Developmental Disabilities and co-founder of DPP. “We face many of the same struggles, and we benefit from the same strengths as other families led by parents with disabilities.”

The year DPP was launched, Powell was invited to a White House Forum on the Civil Rights of Parents with Disabilities, where a roomful of researchers, advocates, policymakers and parents with disabilities discussed the issues facing disabled parents, as well as potential solutions. In her remarks, Powell chose to share the story of Sara Gordon, a mother from Massachusetts with an intellectual disability whose child was taken away from her just two days after being born.

MONIKA MITRA, DIRECTOR OF LURIE INSTITUTE FOR DISABILITY POLICY, SITS WITH ROBYN POWELL IN ZINNER FORUM. POWELL IS THE FIRST RECIPIENT OF THE HON. JONATHAN BRANT ENDOWED FELLOWSHIP. PHOTO BY BOB HANDELMAN

“The reason? Gordon had trouble feeding and diapering her newborn — something most new parents struggle with at first,” Powell recounted to the forum audience.

After a legal battle that stretched on for more than two years, the family was reunited.

“It’s heart-wrenching that the family was separated for so long based solely on the presumption that the mother was unfit because she had a disability,” Powell, then an attorney adviser at the NCD, told the “Today” show at the time.

“We need to shift this presumption away from assuming people with disabilities are incapable of raising their children; instead, assume they are [capable]. And then if they need help, we need to provide the support.”

PARADIGM SHIFT

Powell has always known that she wants to become a mother, although her preferred number of children has changed as she’s gotten older.

“I used to think I would have a whole slew of kids,” she laughs. “I was going to have 12, which is totally absurd.”

Not everyone in her life has shared her enthusiasm. By the time she turned 30, Powell’s doctors had offered her a hysterectomy “countless times,” despite her overall good health. When she declined, explaining her desire to have children biologically, the most common reaction was disbelief, she says.

“I basically had to pick their jaws up off the ground because they could not imagine that I would ever want to be a mother,” she remarks.

The fact that this has happened to her, a lawyer living in the state of Massachusetts, has motivated Powell to speak publicly about reproductive rights for women with disabilities. She has led more than 50 trainings for attorneys, social workers and child welfare professionals who work with individuals who might be affected, helping them understand what their clients are likely experiencing.

“I want people to understand that this isn’t something that’s just abstractly happening,” she says. “If it’s happening to me, it’s happening to others.”

During interviews, Powell encourages parents to educate themselves on their rights, particularly if they live in a state that allows courts to terminate parental rights on the sole grounds of physical disability.

“Robyn is committed,” says Ayers. “She’s on a search for justice for people, but she also tries to provide them with tools to get there on their own, which has its own value.”

INSPIRING THE NEXT GENERATION

When Powell completes her PhD, which she hopes to do in the next year, she’ll rejoin a growing number of law professionals who are choosing to represent parents with disabilities and advocate against outdated and discriminatory policies. It’s a stark contrast from her experience as a law student, when disability was hardly mentioned as a potential legal issue.

“I don’t think it came up once,” she says.

Although she remains fully focused on achieving equality for parents with disabilities, Powell credits Heller with expanding her worldview when it comes to social justice issues.

“People with disabilities don’t live in a vacuum, and they’re not all cisgender white men,” she says. “Being at Heller has helped me look at issues around gender equality and racism and sexism, and how that affects people with disabilities.”

Eventually, Powell hopes to continue her research while inspiring a new generation of advocates as a professor of disability law. Already, she’s experienced the thrill of watching her students evolve their understanding of disability rights at Boston University, where she is an adjunct instructor.

“You can see it from the first class to the last class how they’ve changed, and I think that’s so important,” she says. “If I can make a change in some people and how they view disability, I think that the rights of people with disabilities will be greatly improved. In fact, I’m sure of it.”


REDEFINING OPIOID ADDICTION TREATMENT

AN EXCELLENT MEDICATION EXISTS TO
TREAT PEOPLE ADDICTED TO OPIOIDS.

WHY AREN'T WE USING IT?



BY **BETHANY ROMANO, MBA'17**



AS THE DEADLIEST DRUG-ADDICTION CRISIS IN U.S. HISTORY, THE OPIOID EPIDEMIC CONTINUES TO GENERATE SHOCKING STATISTICS AND HEARTBREAKING STORIES OF ADDICTION, OVERDOSE AND LOSS.

Drug overdose deaths are now the leading cause of unintentional death in the U.S., and opioids — prescription painkillers, synthetic fentanyl and heroin — account for the vast majority of those deaths. Nearly 50,000 people died from opioid overdoses in 2017 alone, a fourfold increase from 2002.

Millions of people in the U.S. are estimated to have opioid use disorder (OUD), yet only 10 percent receive treatment, and fewer still have access to medication treatments like buprenorphine or methadone, now considered the gold standard in treating opioid addiction.

Cindy Parks Thomas, PhD^{oo}, is arguing vociferously for a system-wide change to make medication treatments a mainstream option for opioid addiction. Thomas, who is associate dean for research and an affiliated researcher at the Opioid Policy Research Collaborative at Heller's Institute for Behavioral Health, penned a commentary in the *Journal of Addiction Medicine* in which she outlines her vision for a treatment system that improves patient access and better supports the health care workforce needed to prescribe these medications.

{This interview has been edited for length and clarity.}

BETHANY ROMANO: Let's start with the current treatment landscape. For the 2.5 million people in the U.S. who are addicted to opioids, what medications are available to treat their addiction?

CINDY PARKS THOMAS: When most people think of medication treatments for drug addiction, they think of methadone, which has been around for many years. Methadone has to be dispensed to the patient in person every day at a specialized clinic.

The new medications that are available to treat OUD are medications that can be prescribed by a physician, physician assistant or nurse practitioner in an office, much like any other medication. The main one is buprenorphine — you may know it by its brand name Suboxone — which has been available since 2004. Here we are, 14 years later, yet it's still not as widely used as it could be. In addition, an injectable medication is available, naltrexone, which lasts one month.

In the addiction treatment world, medications are now the gold standard for treatment. These medications are effective in reducing cravings or replacing opioid painkillers and heroin in the patient's system. They work very well for many people. There are patients who do not want to take medications to help their addictions, but in general, it is becoming more accepted.

BR: So the obvious question is, why aren't more doctors prescribing it?

CPT: First, there aren't enough providers who are treating OUD, for a lot of reasons. There are low payment rates by insurers

for treating addiction. There are often limited support systems available to most physicians, and even in the health systems that do pay and cover this, there's a lack of physicians available to treat it. There also is likely stigma that's driving this, that's a barrier to physicians being interested in treating patients.

And furthermore, prescribers are required to have an additional eight hours of training to even prescribe buprenorphine medications. Back in 2004 when these medications were approved, the DEA thought there could be some diversion of these medications, and they wanted to make sure that physicians who were prescribing Suboxone had some training in addiction treatment, which made sense.

But buprenorphine is the only medication that physicians have to get extra training to be able to prescribe.

BR: Physicians have to get extra training to prescribe treatment for opioid addiction, but no extra training to prescribe addictive opioid painkillers?

CPT: That's right. Yes. At present, only 5 percent of physicians are approved to prescribe buprenorphine. That means that only half of the counties in the U.S. have someone who's approved to prescribe this medication.

And it's not that physicians don't need training in treating addiction; they do. But it should start on the first day of medical school, and addiction should be framed as a chronic condition. Right now, we have an entire physician workforce out there who are just not trained or who don't believe in using medication for this purpose, because they view addiction as a behavioral problem.

And on top of that, almost no treatment programs provide a range of different medications, or access to all of them. There are different medications, as noted, and different formulations of Suboxone and others — there are injections, implants, sublingual, etc. Most treatment programs don't have many of these options. These medications aren't new anymore, but access to them is still very poor.



CINDY PARKS THOMAS SPEAKS DURING THE 2018 HELLER ORIENTATION.
PHOTO BY BETHANY ROMANO

When you compare it to other mental health medications that have moved quickly through the system, like antidepressants, the difference is really striking.

BR: Adoption of medication treatments has been slow, as you've said, partly because it requires us to redefine how we think about addiction. Can you unpack that stigma a bit more?

CPT: Historically, addiction has been viewed as a behavioral problem or a moral failure, and those who failed to maintain abstinence were considered "not strong enough." The stigma arises from that misunderstanding. There are still a lot of providers in the non-medical addiction treatment world who feel that using medications in this way provides "just another crutch."

Over the last 30 to 40 years, we've learned that there are changes to brain functions associated with addictions that make it very difficult for people to just become abstinent. These findings enter into our improved understanding of addiction as a medical, not just psychosocial, problem.

We researchers and clinicians now think of OUD as a complex chronic condition, much like diabetes or congestive heart failure. If you think of opioid addiction as analogous to diabetes, it would be unconscionable for a physician to say to a diabetes patient, "We're going to beat this through diet and exercise." Changing your diet is a good step — and a critical step — but there are patients who really need insulin. [Likewise,] there are patients who really need medications to treat OUD effectively.

Yet there are still a lot of patients, counselors and providers in the treatment system who are not quite on board with using these medications. To say you don't believe in it — you'd never hear that for diabetes, or heart failure or hypertension.

BR: What is your vision for improving the OUD treatment system, and making medication treatments more accessible?

CPT: I think it's critical to have a multipronged approach, because there is no silver bullet. It's going to require improvements across the entire system. We need to train physicians and other providers, and improve addiction

education in medical school. We need to provide adequate reimbursement from insurance companies and Medicare. We have to build adequate support systems for providers who are treating OUD patients, including telehealth support for physicians who are prescribing medication in rural areas and don't have on-site guidance to treat complex patients.

One of the big problems is that there are very few incentives for physicians who are treating OUD. Physicians really need support systems. They need access to labs where their patients can have urine tested to make sure the medication is doing its job. And the patients have to be able to get counseling, come back and get prescriptions on a regular basis, and see physicians.


In my commentary, I called for a national goal: Every clinic that treats OUD should have access to a wide range of medications and patient support systems, like psychosocial and other behavioral health care, to make sure the medications are taken correctly. And no clinical system should be paid for treating OUD unless it provides access to these treatments. Medications aren't the best thing for everyone, but they should at least be available.

BR: Do you see any favorable initiatives underway that give you hope?

CPT: The government is allocating more money to more activities related to opioid use disorder right now, which is great, because this addiction crisis has been underfunded for so many years.

With that funding, they've launched several initiatives to address the lack of treatment providers, which is crucial. But I'm arguing that we should think even more broadly about this problem than just building up the treatment workforce. We have medications, we know they're effective. Why aren't we getting those to patients today with the providers who already exist? It's unconscionable.

I think approaching from multiple avenues is critical, but we need to do what we can to get more people into treatment at this point. These medications are effective, and we have to get them to patients.

A portrait of Susan Windham-Bannister, a woman with short grey hair, wearing glasses and a bright red high-collared jacket with buttons. She is smiling and has her arms crossed. The background is a blurred indoor setting with a large white letter 'A' and some greenery.

WHERE THE RUBBER MEETS THE ROAD

SUSAN WINDHAM-BANNISTER, PHD'77, NAVIGATES
THE INTERSECTIONS OF SCIENCE, BUSINESS AND
POLICY TO SPUR LIFE SCIENCES INNOVATION

BY ANTHONY MOORE

PHOTOGRAPH BY MATTHEW HAKOLA

TO SAY SUSAN WINDHAM-BANNISTER, PHD'77, HAS BEEN A TRAILBLAZER IN THE FIELD OF LIFE SCIENCES INNOVATION WOULD BE MORE THAN A BIT OF AN UNDERSTATEMENT.

In her nearly four-decade career, she has played a central role in making Massachusetts a global leader in the life sciences; helped companies like Pfizer, Merck and Novartis bring dozens of lifesaving products and therapies to health care providers and patients around the world; helmed several companies; and been named one of the “10 Most Influential Women in Biotech.”

But her attitude toward the subject that has come to define her career might surprise you. “I was never really interested in pursuing the sciences,” says Windham-Bannister, who also has advised California, New York and Maryland on large-scale life sciences initiatives, and was recently named president of the national governing board of the Association for Women in Science (AWIS).

What Windham-Bannister was interested in was much more challenging to pin down than hard science — how to accelerate the pace of innovation through the policy and regulatory process and into the market. After majoring in English for two years as an undergraduate at Wellesley College and then graduating with a bachelor’s degree in sociology, she discovered her true passion, the unlikely subject that would help her carve a pioneering path in innovation and STEM policy.

“A lot of my interest has always been in how different policies impact how markets and large groups of people behave,” she explains. “And that’s really been at the core of a lot of the work that I’ve done — predicting and modeling how different inputs, incentives and interventions affect access to goods and services, especially those that have the greatest impact on quality of life.”

This led Windham-Bannister to the PhD program at Heller, where she focused her policy interest on health care. However, this new focus still didn’t reflect a great enthusiasm for science. Rather, Windham-Bannister just knew that this was where policy stakes were at their highest.

“In health care, the implications are pretty much ‘you live or you die,’” she says. “You’re either able to be productive and have a high quality of life, or you aren’t. Getting involved in a field with that big of an impact really interested me.”

At Heller, Windham-Bannister found the support and challenge she needed to thrive. She recalls fondly how Norman Kurtz, now professor emeritus, made statistics come alive for her. “He really just made it fun and interesting,” she says. “He went a long way in bringing out for me more of a love for math and science. ... I just had a great experience at Heller. The faculty, the students — the community was fantastic.”

More importantly, she notes, the school’s social justice focus — embodied most prominently for her through professors like David Gil and Elliott Sclar — brought a new dimension to her understanding of health care policy and the factors that determined which cutting-edge therapies and new drugs reached the market and who had access to them. As an African-American woman, she was also interested in the long history of gender and racial biases and disparities.

“Historically, most clinical trials have been focused very much on white men,” she explains. “There are a lot of drugs and a lot of diagnostic tools that are really not particularly effective in women, because diseases in women often present differently. It’s the same when it comes to people of color. For example, the test that we use to diagnose prostate cancer isn’t as predictive for African-American men because they often get a more aggressive form of prostate cancer than white men do, so the threshold values need to be different.”

Emerging from the Heller School with a PhD in health policy and management and a keen interest in innovation and equity, Windham-Bannister worked at the policy think tank Abt Associates, did a year of postdoctoral work at Harvard’s Kennedy School and worked for several years as a consultant. In a later stage of her career, she also held a fellowship at the Center for Science and Policy at Cambridge University in the U.K. But working on policy analysis alone left her wanting more.

“I didn’t love doing policy work for its own sake,” she says. “It was still fairly theoretical. I was more interested in where



“Health care is the biggest business in the U.S., and yet, when it operates according to the principles of capitalism and the market, everyone gets very upset.”

the rubber meets the road. I wanted to look at how policy was affecting what was happening in the marketplace.”

Windham-Bannister got that chance when she returned to Abt Associates in the 1990s, a time when the growth of HMOs and other changes in health insurance were driving health care businesses to become extremely interested in how these changes would impact market behavior and decision-making. Transforming her training in health policy to concentrate more on the commercial environment, she helped launch a new division in the think tank, which eventually became its own company, Abt Biopharma Solutions.

Focused on the life sciences — biotech, pharmaceuticals, diagnostics, medical devices and the emerging field of bioinformatics, the company placed Windham-Bannister at the heart of where policy interacts with scientific innovation and business strategy. “We were examining how policy and regulatory environments control the process of developing new products, how they get into the marketplace and who gets them,” she explains. “These are important factors for medical companies to understand as they conduct their science, shape their competitive strategy and what we call market access strategy.”

But it wasn’t until after Windham-Bannister and her founding partners sold this new company in 2008 that she really got to work “where the rubber meets the road.” When former Massachusetts Gov. Deval Patrick signed legislation in June 2008 to launch a 10-year, \$1 billion effort to enhance life sciences job creation, commercial development and innovation in the state, he needed someone adept at navigating the complex intersections of science, policy, business and government.

Enter Windham-Bannister, who became the founding president and CEO of the Massachusetts Life Sciences Center, the organization administering the \$1 billion investment. Her role was to translate a piece of legislation, and a vision by Gov. Patrick and the legislature, into an investment strategy and operating initiative.

“My Heller training and my consulting work really prepared me well for this challenge,” she says. “When they offered me the job, they said they were offering it to me because I was bilingual — I spoke policy and I spoke business — and that’s what the job required.”

Thanks to Windham-Bannister’s “bilingual” skills, the initiative was a huge success, creating tens of thousands of jobs and helping Massachusetts surpass California to become the worldwide leader in life sciences innovation, making the life sciences the fastest job-producing sector in the state, and spurring major capital investment.

While generating these results, Windham-Bannister also found a way to address some of the field’s social equity problems: through investments in STEM education in Title I schools; funding for community-based programs that encourage girls and kids of color who are interested in science; internships to create pathways into life sciences careers; and financial support for entrepreneurs who are women and/or people of color and struggle to find investment capital. As Windham-Bannister frames it, “We put a lot of money into initiatives that were building this pipeline of both women and people of color to come in behind those few of us who were already in the field.”

She focused on these communities not only because it was the fair and equitable thing to do, or because she herself is an African-American woman in STEM. It was also because tapping into these talent pools was the safest bet to spur innovation.

“It’s very important for me to build a strong business case for diversity and inclusion,” she explains. “These sectors have to attract top talent, and the demographics of our society are changing in terms of racial and ethnic composition. Historically, people of color have not been as involved in STEM, so we represent a highly underleveraged talent pool. A diverse talent pool also provides the variety of perspectives that are vital to innovation. Unless we address issues of diversity and

inclusion, we're not going to get the results we're looking for. To put it simply, in many innovation spaces, diverse professionals remain an underutilized resource."

Since moving on from the Massachusetts Life Sciences Center in 2015, Windham-Bannister has become a highly sought-after health care innovation expert. She helped launch New York's \$1.1 billion life sciences initiative in 2016, and served as an adviser on a similar effort in Maryland — Excel Maryland, which was inaugurated in 2017 by Gov. Larry Hogan, Johns Hopkins University and the University of Maryland — and she is currently advising on a new life sciences effort in Southern California called BioLA. She's also served on numerous boards and is currently managing partner of Biomedical Innovation Advisors LLC, as well as president and CEO of Biomedical Growth Strategies LLC, through which she continues to consult with companies to craft business strategies against an increasingly complex health care policy landscape.

Remaining a strong advocate for increased diversity in the sciences, Windham-Bannister was elected president of the national governing board of the Association for Women in Science (AWIS) in 2018. AWIS works to support women in STEM through research and advocacy, and Windham-Bannister is hoping to leverage her experience to help the association expand its reach.

"One of the things that I am really hoping to do in my tenure on the national governing board is to strengthen our relationship with industry," she says. "I really want to further develop leadership training, mentoring and coaching for women who work in these fields because I think we need to make an effort to develop female talent in the sciences — again, not just because it's a nice thing to do, but because it's something that just makes strategic sense."

With more than 40 years' experience in the field and a unique vantage point on both the public and private sectors, Windham-Bannister has a clear view of the challenges facing

health care in America. Unless we get honest with ourselves about where health care ranks as a national priority, she argues, we're not going to be able to address the problems presented by rising medical costs and an aging population.

"Health care is the biggest business in the U.S., and yet, when it operates according to the principles of capitalism and the market, everyone gets very upset," says Windham-Bannister, who has also co-authored two books on the subject, "Competitive Strategy for Health Care Organizations" and "Medicaid and Other Experiments in State Health Policy." "I think that we really need to decide if we do, in fact, believe that health care is something that we are all entitled to. Then we need to step back and take a look at what the real costs of that are and make the appropriate allocation of our resources so that it's doable."

Despite the zigzag path her career has carved from policy, to business, and then back to the intersection of policy and business, one thing has remained consistent for Windham-Bannister. Though science itself may never have commanded her passion, she has been keenly interested in innovation since the very beginning. But it's not innovation for its own sake that has held her attention — the excitement of creation, the fascination with the latest and greatest technology. Rather, for Windham-Bannister, innovation has always been an engine for the betterment of the world.

"Innovation is absolutely critical," she says. "There are a lot of areas in medicine where we are still in desperate need of new solutions. I was listening recently with great sadness to the news of John McCain's death from glioblastoma. These types of cancers — and many, many types of neurodegenerative diseases like Lou Gehrig's disease, Alzheimer's, Parkinson's — these are areas where we have not made a lot of progress, where we have not yet come up with a lot of groundbreaking treatments. So I'm really very committed and very passionate about helping set up as many communities [as] I can where we can increase — and then benefit from — the pace of innovation."



BUILDING WELCOMING PLACES

THE SILLERMAN CENTER ENGAGES
PHILANTHROPIC ORGANIZATIONS IN
NORTHERN NEW ENGLAND AROUND
IMMIGRANT INTEGRATION EFFORTS

BY BETHANY ROMANO, MBA'17



FEW ISSUES ARE AS POLEMICAL IN THE U.S. TODAY AS IMMIGRATION. WHILE COMMUNITIES ACROSS THE NATION STRUGGLE TO KEEP UP WITH A RAPIDLY CHANGING POLICY ENVIRONMENT, FACULTY MEMBERS AND STAFF AT THE SILLERMAN CENTER FOR THE ADVANCEMENT OF PHILANTHROPY ARE BRINGING TOGETHER FUNDERS AND IMMIGRANT-LED ORGANIZATIONS ACROSS THREE STATES TO PROMOTE IMMIGRANT INTEGRATION EFFORTS ON THE GROUND.

TOGETHER, THEY ARE BUILDING BRIDGES AND IMPROVING THE FUNDING LANDSCAPE IN NORTHERN NEW ENGLAND, WHICH IS UNDERGOING RAPID DEMOGRAPHIC CHANGE.

A few weeks prior to the 2016 presidential election, Megan Briggs Reilly, MBA'03, drove north from Boston to Portland, Maine, to attend a meeting convened by the Sillerman Center for the Advancement of Philanthropy.

As the New England program officer for the Clowes Fund, a family fund supporting the arts, education and social services, Reilly joined representatives from other foundations in the region, as well as dozens of leaders of immigrant-led nonprofit organizations. Their common goal was to promote immigrant integration work in the state — but the tone and format of the event was strikingly different from what she was used to.

“Usually at events like these, the funders are sitting on a stage and the nonprofit reps are taking notes in the audience, trying to ‘crack the code’ of how to get funding. Instead, we were seated together, talking frankly about the power dynamics between funders and grantees, how funders can better support immigrant leaders in their work, how to have more authentic conversations with one another and how to work better together to support immigrant integration in the region,” explains Reilly.

“I remember I was seated at a table next to a gentleman who is the leader of Maine Immigrant and Refugee Services,

located in Lewiston,” she says. “We had a conversation and exchanged cards, and a few months later he called me — and he later became one of our grantees.”

SOCIAL JUSTICE PHILANTHROPY

“The Sillerman Center’s mission,” says director Susan Eaton, “is to inform and to advance social justice philanthropy. What that means is that we try to get funders to invest more resources in social justice challenges that are often neglected or politically difficult.” At Sillerman, Eaton explains, “We encourage funding strategies that hack away at the root causes of a problem and try to build funder knowledge about remedies that have a supportive research base or existence proofs on the ground.

“It’s always seemed to me that immigrant integration fits this description,” she adds. “It’s both a misunderstood and a somewhat neglected funding area among philanthropists.”

In general, Eaton notes, philanthropic dollars tend to go to immigration crises and to federal immigration-reform efforts. “There’s less attention paid to what actually happens to immigrants when they get to their new communities, what happens in communities when demographics are changing, and how communities can adjust policies and practices so that everyone can thrive.”

In her eyes, funders aren’t seizing these grant-making opportunities. This was true in the northern New England states of Maine, New Hampshire and Vermont, she says. But she also knew there were a few funders there, including Reilly at the Clowes Fund and staff at the Endowment for Health in New Hampshire, who’d taken the lead on these often controversial topics. In 2014, the Endowment for Health had developed a nationally recognized, place-based model for immigrant integration. With additional investments from the NH Charitable Foundation and the United Way of Nashua, this project convened and supported four communities across New Hampshire as they designed and implemented their own immigrant-integration initiatives.

“We felt that an organized learning partnership, which, in part, would elevate and showcase these funders’ ongoing work, could be catalytic, leading to more interest and more resources for immigrant integration,” Eaton says. The goal

was to build on existing efforts in each of the three states, and create a broader regional focus and network to strengthen the work of immigrant-led organizations and their allies.

“There’s this assumption that ‘there aren’t any immigrants up there,’” says Eaton, “which isn’t true. But because of that narrative, and because these have been white-dominated spaces for so long, it’s necessary to bring steady, deliberate attention to the need for immigrant integration there.”

In 2016, Sillerman’s Immigrant Integration in Northern New England project co-directors, Cristina Aguilera Sandoval and Jessica Santos, PhD’15, pulled together a network of players in the field. Since 2014, Aguilera and Santos had been co-facilitators for the Endowment for Health’s New Hampshire community of practice on immigrant integration. They built off their existing networks in N.H. to host the first regional convening in June 2016, followed by a convening in Maine in October 2016.

They brought funders together with ethnic leaders and immigrant-led integration nonprofits of all sizes to talk about the challenges and opportunities in the region. For some attendees, it was the first time they’d been in a space shared by both grantees and funders all exploring issues of mutual concern. Convening attendees reported later in evaluations that such conversations, if they happened at all, usually only occurred in the context of funding requests.

For Aguilera, facilitating this change work means strengthening entire communities. “I think that when you’re focused on opening hearts and minds, and connecting people to build understanding about each other’s culture, the values that they share and the differences they have — can actually make a community stronger,” she says. “When funders focus on supporting the groups that are bringing together immigrants and non-immigrants, they can mitigate some of the resistance to change that every human being has in their nature. That natural resistance to change can morph into hateful reactions based on fear. Integration work acknowledges that fear and helps to increase welcoming reactions.”

CRISTINA AGUILERA SANDOVAL AT THE MEETING IN PORTLAND, MAINE, ON COMMUNITY-ENGAGED GRANT MAKING, SPONSORED IN PART BY THE SILLERMAN CENTER. PHOTO BY HAVEN PHOTOGRAPHY

IMMIGRANT INTEGRATION IN A CHANGING NORTHERN NEW ENGLAND

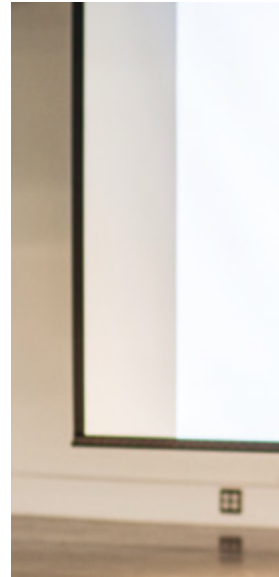
Immigration has been a contested topic for decades. But it moved to center stage during the presidential campaign and subsequent election of Donald Trump. In just under two years, his administration has introduced a travel ban on mostly Muslim-majority nations, scaled back the refugee program, revoked DACA protections and separated thousands of families at the U.S.-Mexico border.

In light of this new policy environment, Santos describes a climate of intense fear among many immigrants in northern New England. She says, “People are being deported. There are sometimes checkpoints along Interstate 93 in New Hampshire. In northern Vermont, immigrant farm workers are afraid to leave the farms they work on because they’re within the 100-mile border zone with Canada.”

Santos, who is the director of community-engaged research at the Institute on Assets and Social Policy at Heller, says that debates around immigration are really debates about power, “othering” and about who is American.

Eaton illustrates, “For example, crossing the border illegally is a civil infraction, not a criminal one. But it is being criminalized today, and that is allowed to happen through a process of othering.” Narratives like these, she says, further the ethnocentric narrative that the only acceptable immigrants are those who don’t integrate, but assimilate.





PARTICIPANTS DISCUSS ISSUES DURING THE SILLERMAN CENTER'S COMMUNITY-ENGAGED GRANT-MAKING MEETING, OCTOBER 2016. ALL PHOTOS BY HAVEN PHOTOGRAPHY

The difference between assimilation and integration is key. “Assimilation is the idea that immigrants should adopt the culture of white, mainstream Americans. Integration, on the other hand, is a process whereby everyone in a community changes as a result of demographic change,” says Santos.

“Demographic shifts like immigration force everyone — both newcomers and long-standing community members — to think differently and work together to create the community they want. That means sharing power,” she adds. Sillerman’s approach promotes shared power not just in communities

and among neighbors, but between the funders, community leaders and staff of nonprofit organizations.

When people think about immigration in the United States, states like New Hampshire, Vermont and Maine rarely come to mind. In fact, much of the integration field has been built around urban centers, posing unique challenges to organizations in these largely rural states.

That common misperception ignores established immigrant communities from Europe and Canada as well as newer immi-



grant populations from Latin America, Africa and Asia. A big part of the work that Aguilera and Santos do with funders is to educate them on the changing demographics of this region.

In fact, immigrants and refugees are critically important in stabilizing the workforce in these states, which are in desperate need of new working-age residents. The native-born population of northern New England is aging rapidly, and many young adults are leaving the region altogether, which results in flat or declining population figures. At 43.5 years, Maine has the highest average age of any state, immediately followed by Vermont at 42 and New Hampshire at 41.5.

In New Hampshire, the arrival of new immigrants and refugees offsets otherwise negative population growth. Vermont made headlines this year with the announcement that it would pay people \$10,000 just to move there if they work remotely for an out-of-state company. In addition to bolstering these states' economies as workers and taxpayers, immigrants are responding to the region's growing need for skilled caregivers to the skyrocketing population of elderly residents.

Building stable communities and promoting immigrant integration is crucial if northern New England is to remain a comfortable, safe place to live, work and raise families.

LEVERAGING NEW NETWORKS

As funders and immigrant-led community organizations learned of the Sillerman Center's work, the network expanded dramatically. From the start, the Sillerman team partnered with Grantmakers Concerned with Immigrants and Refugees (GCIR), a national network of foundations that fund in the immigration space.

"Sillerman has filled a role of convening foundations in this region in a way where there was nobody else to do it," says Reilly of the Clowes Fund, who has stayed involved since her initial experience in Portland two years ago. "The work that Jess and Cristina have done to organize these meetings, to be able to come together and participate and talk about immigration in northern New England, is incredible. Everyone I've talked to has been thankful."

In addition to educating funders on demographic change and creating a network around immigrant integration in the region, Sillerman invites foundations to re-examine how traditional power dynamics have constrained their grant-making practices and to develop alternatives to the usual way of doing business.

Aguilera says, "Many funders in this area are now looking into how to better support the ethnic-led organizations that are doing the work in the community. They're finding ways to do more equitable grant making. They are reconsidering who they haven't given grants to before, and why. They're rethinking how they choose their grantees in a way that's based not only on what their grant writing describes but on what their work on the ground looks like firsthand. They're changing their systems so that young, ethnic-led organizations can compete with big 20-year-old organizations for funding."

To Aguilera, this ongoing project provides a way for culturally and racially diverse communities to work through that change in ways that benefit everyone. She says, "I'm passionate about the opportunities that this work can create for entire communities, and the changes that can happen when you convene people from different cultures and backgrounds and bring them together with resources to build relationships and create a shared vision of what they need to thrive as a community."

"There's something really powerful about building welcoming places."

Interested in getting involved with immigrant integration efforts, as a volunteer or as a funder? Contact Cristina Aguilera Sandoval (caguilera@brandeis.edu).



ADAM VOSE-O'NEAL

BISHAR JENKINS

SITA LEOTA





MAX BRODSKY

CHIBO SHINAGAWA

ABEER PAMUK

GET TO KNOW...

THE INCOMING 2018 CLASS OF HELLER STUDENTS

BY DANIELLA AYESHA FERNANDES, MA SID/MBA'19 AND BETHANY ROMANO, MBA'17

THIS PAST AUGUST, THE HELLER SCHOOL PROUDLY WELCOMED 200 NEW STUDENTS FROM 45 COUNTRIES AND 28 STATES TO OUR GRADUATE SCHOOL COMMUNITY. LIKE EVERY YEAR, THE ENTERING CLASS IS FULL OF INCREDIBLE PEOPLE WHO SHARE A DEEP DESIRE TO LEARN NEW SKILLS THAT THEY CAN USE TO IMPROVE THE WORLD.

The social justice issues they are targeting, however, couldn't be more different. PhD student Adam Vose-O'Neal plans to research the impact of social networks on addiction recovery. Bishar Jenkins, MPP'20, wants to study health outcomes for people impacted by HIV and AIDS, especially young gay black men. Sita Leota, MA SID'20, hopes to promote civic engagement in her home country of Samoa. Chibo Shinagawa, MS GHPM'19, seeks to improve maternal and child health in Rwanda through community organizing. Max Brodsky, MBA'20, looks to serve transient youth and children in poverty through the nonprofit sector. And Abeer Pamuk, MA COEX'20, dreams of contributing to the peace-building process back home in Syria.

Every Heller student has an incredible story, a drive to make change, a purpose to fulfill and a goal for their future. Get to know six of them below.



ADAM VOSE-O'NEAL
PhD in Social Policy
Concentration: Behavioral Health
National Institute on Alcohol Abuse and Alcoholism (NIAAA) Fellow

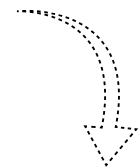
For the last several years, licensed clinical social worker Adam Vose-O'Neal has worked in a clinical practice in Providence, R.I., where he specializes in treating clients with addictions.

He also has one foot firmly planted in the research world. He recently worked as a research associate in Providence, studying whether we can predict addiction relapse by analyzing social network dynamics. He says, "That really got me interested in the broader question of how people get sober. It also got me

thinking about the policies we have — drug policy, treatment policy, criminal justice policy — that can either help people, or get in the way."

Now, Vose-O'Neal is enrolled in the Heller PhD program with a concentration in behavioral health, and is a National Institute on Alcohol Abuse and Alcoholism (NIAAA) Fellow. He continues to treat clients in Providence, and hopes to maintain a clinical practice while pursuing a research career. For his dissertation research, he plans to pursue deeper questions of addiction, sobriety and social networks, informed by his experience as a clinician.

"Something that's come up in my practice is seeing how people get sober. One interesting thing is that they don't always do it through conventional treatment. I've seen clients who disconnect or connect with people in their lives — change jobs, move, start a new relationship, get out of a relationship — and it's had an impact on their path, not just to sobriety but sustained sobriety. That's interesting to me. Not just how people get sober, but stay sober."



BISHAR JENKINS, MPP'20
Master's in Public Policy
Concentration: Health Policy

"I am both black and queer. These marginalized identities, coupled with the painful experiences that have accompanied those identities, grant me a depth of perspective on issues that affect my community," says Bishar Jenkins.

Prior to enrolling in the Heller MPP program, Jenkins worked at a nonprofit organization to incentivize redevelopment in Trenton, N.J. He explains, "My role was to reach out to

different stakeholders to figure out how to make that process as inclusive as possible and how to work with various groups. To bring everyone to the table and create something everybody is happy with — a redevelopment process that's equitable.”

Jenkins' deep commitment to giving back to his communities has already brought him rewarding opportunities. In 2014, he was an Emerging Leaders intern with the Congressional Black Caucus Foundation, working on issues surrounding historic and systemic oppression of the black community across all sectors. Today, Jenkins' interests lie in policies focusing on HIV and AIDS, particularly for the black community and other marginalized populations.

Jenkins also hopes to contribute to filling the vacuum that currently exists for research within the black LGBTQ community. He says, “I'm considering a PhD program in the future. I want to research health care outcomes for the black LGBTQ community, specifically examining mental health outcomes for populations disproportionately affected by HIV, namely, gay black men from the ages of 18 to 24.

“For me, pursuing graduate school is not a dispassionate exercise to simply gain knowledge, but a mission to actualize social justice.”




SITA LEOTA, MA SID'20
MA in Sustainable International Development (SID)
Fulbright Scholar

Before hopping onto a nearly 24-hour-long flight to Boston to join the Sustainable International Development program at Heller, Sita Leota worked as an audit director in the audit office in her home country of Samoa. There, her job was to investigate fraud, compile audit reports and simplify finance for politicians in the government of Samoa.

“When we were growing up, we were limited in the choices of what to study. ... So, when I got the chance, I applied to the Fulbright Program and chose international relations,” says Leota. “I chose Brandeis because of the programs here at Heller. They were really attractive to me, as I want to work with people back home to bring a change in mindset. This goes together with the Fulbright tradition of making an impact in the lives of people in our communities.”

In her work at the Samoa Audit Office, she was key liaison between the office and Parliament, providing advice to politicians and guiding them on the types of questions they could ask of government entities relating to their performance. She says, “My motivation in pursuing the SID program was to extend that work to help Samoan people debate critically on issues involving the Samoan government and issues that involve the Pacific. There's a lot of government and public information that's available, but most people are not aware of that. I want to help Samoan citizens to be engaged in issues, do their research and hold the government accountable.”

CHIBO SHINAGAWA, MS GHPM'19
MS in Global Health Policy and Management
Concentration: Health Systems
Returned Peace Corps Volunteer
Recipient of Heller Diversity and Inclusion Scholarship



Just one month prior to moving to Waltham and enrolling in her first classes at the Heller School, Chibo Shinagawa wrapped up a two-year post as a U.S. Peace Corps volunteer in the small East African country of Rwanda. While there, she worked on the 1,000 Days initiative, a maternal and child health program focused on reducing the incidence of stunting and malnutrition in children. Today, she's a student in Heller's MS in Global Health Policy and Management program, with a concentration in health systems.

Shinagawa found the school through the Peace Corps program website. “I was looking specifically for programs that focus on advancing social justice as part of their curriculum,” she says. “I've always been a community organizer at heart. That's my passion, and I've always known my interest was in reproductive health and reproductive justice, which is part of the reason why I decided to join the Peace Corps.”

After Heller, Shinagawa plans to pursue a career path that will bring her back to Rwanda. She hopes to continue advocating for maternal and child health by working in a nonprofit policy or advocacy organization. She's inspired by what she sees as that country's strong commitment and significant forward momentum on these issues.

In the end, it all comes down to combining what she learns at Heller with what she knows she already loves: “I love community organizing, and I love being able to work with people to focus on a given goal and support them in developing a stronger community,” says Shinagawa.



MAX BRODSKY, MBA'20

Social Impact MBA

Concentration: Child, Youth and Family Services

AmeriCorps VISTA alumnus

Max Brodsky started his career as a teacher, first in Korea and then in New York City charter schools. After several years in the classroom, he decided to take a service year with AmeriCorps VISTA, and ended up being placed at Brandeis, where he helped oversee programs that work with low-income community centers here in Waltham. He says, “Serving with VISTA is something I found to be incredibly important. I was able to fine-tune more of what I hope to be as a leader.” While serving with VISTA, he also took on a director’s role at the Chesterbrook Community Foundation, a Waltham nonprofit engaged in similar work.

“I learned while I was running the nonprofit that there’s so much I don’t know,” he says. “I’d already earned a master’s in education while I was in New York City, but that only teaches me how to convey information, to help children achieve their learning goals and understand educational standards. It doesn’t help me run a balanced budget, or manage operations or build formal HR structures.”


After finishing the Social Impact MBA degree, Brodsky hopes to continue his work with organizations that serve children in poverty, perhaps at one that provides education for children of migrant workers and/or transient youth.

“We need to have support structures for these kids, some of whom come in at age 18. We need to figure how to best help them before some of the federal funding dries up. I want to be working on those problems.”

ABEER PAMUK, MA COEX'20

MA in Conflict Resolution and Coexistence

Sidney Topol Fellow in Nonviolence Practice

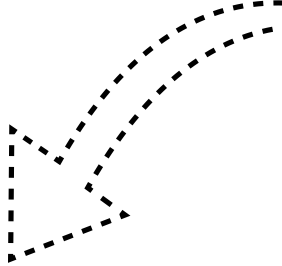


Abeer Pamuk had just finished her first year of study at the University of Aleppo when war broke out in Syria. Eventually, the situation grew so tenuous that her mother sent her to live with an aunt in Lebanon until things improved. A few months later, Pamuk received word that her university had been bombed, and that she had lost four friends. The event compelled her to return to Syria, where she worked for three years with SOS Children’s Villages.

Life for young people in Syria, says Pamuk, “is like someone set the room on fire and locked the door. And as a young person, you have no tools, education or experience to help put it out.” With this thought in mind, Pamuk chose to pursue higher education and was granted the extremely competitive Atlas Corps Fellowship for nonprofit leaders.

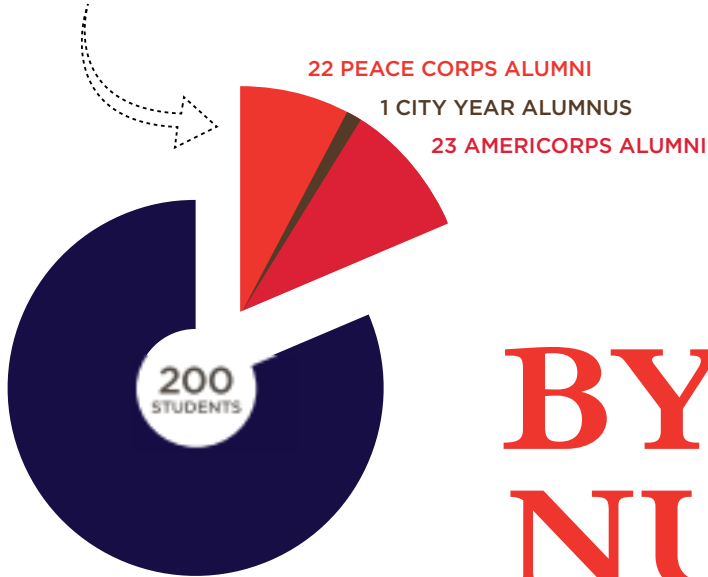
“I had no idea the field of coexistence and peacebuilding existed. I found it through a simple Google search, and the Heller School was among the top-10 schools of social policy in the United States. And when I spoke about it to a few people in New York and they all praised Heller, I decided to apply.”

After Heller, Pamuk hopes to return to Syria one day, where she can be part of the peace process. She says, “I personally refuse to see myself as a victim in the Syrian war. I cannot erase it from my memory, but maybe I can erase it from the memory of future Syrians. I want to have control over the future in Syria. I do not want all these scenes and sounds that I have in my head to be a part of the lives of young people in Syria in the future.”



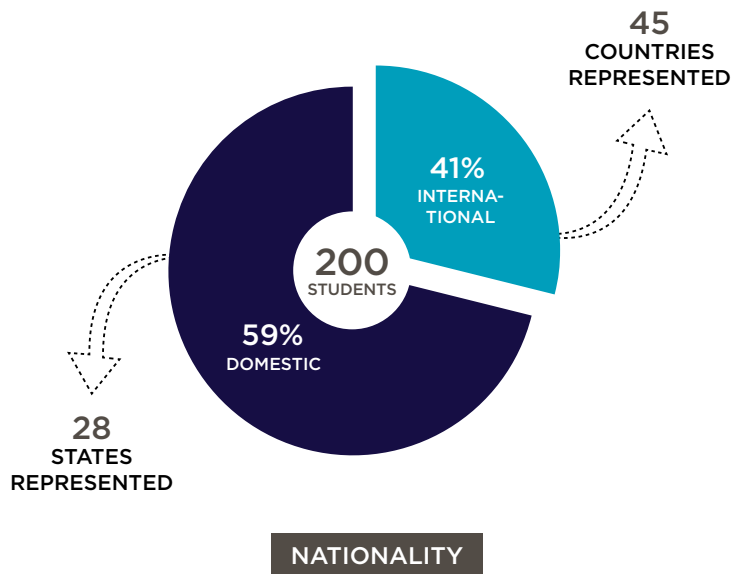
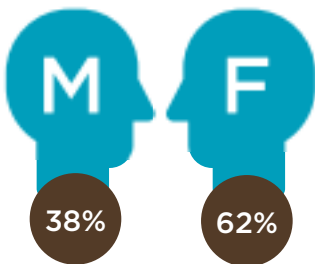
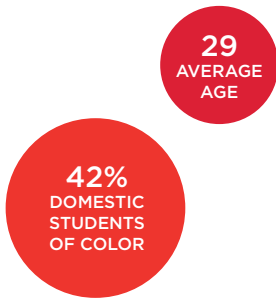
At the Heller School, we recognize that gender is not a binary, and we welcome students who are gender fluid and transgender. Roughly 62 percent of our fall 2018 entering class identify as female and roughly 38 percent identify as male, with some students who choose not to identify as either male or female.

23% OF ENROLLED STUDENTS ARE SERVICE ALUMNI



BY THE NUMBERS

HELLER'S FALL 2018 ENTERING CLASS





ASSUMPTIONS WRANGLING

AN EXPERIMENT IN CULTURE CHANGE

BY JOEL CUTCHER-GERSHENFELD, PROFESSOR

The geosciences are at the heart of vast challenges facing the Earth and human civilization that involve global climate change, natural resources and natural disasters. Advances in the geosciences depend, in part, on increased collaboration and sharing of data, physical samples, and software tools and models. Such sharing runs counter, however, to long-standing assumptions that are deeply embedded in the culture of science — assumptions that position science as a competitive enterprise centered on advancing the narrow self-interests of key stakeholders.

This article reports on an innovation developed as part of a series of multistakeholder meetings focused on fostering more open sharing of data and increased collaboration in the geosciences, commensurate with the challenges facing the planet. This experimental process, which we termed “assumptions wrangling,” is important for members of the Heller community for at least two reasons: First, the effort itself will be of interest to those concerned with climate change and the culture of science. Second, the process of engaging with deeply embedded cultural assumptions is applicable in many other contexts.

In September 2018, an international assembly of scholarly publishers, research data facilities, public and private funders, professional societies and non-governmental organizations engaged in this process of assumptions wrangling, borrowing terminology from what is called “data wrangling” in science. We motivated the exercise with the observation that “everyone complains about the culture — here is a way to do something about it.”

These stakeholders who gathered have been meeting on an annual basis over the past four years, with working groups focused intensively in the past year on a very high-leverage part of the geoscience ecosystem: a commitment 1) by publishers to insist that scholarly articles be accompanied by the underlying data in order to be published; 2) by authors to make these data openly and persistently accessible in public data repositories; and 3) by data repositories to receive the data and curate them for reuse (see page 37 sidebar for a sample listing of key stakeholders). The umbrella over the initiative is for the data to be open and FAIR (Findable, Accessible, Interoperable and Reusable). With these commitments in place, the institutional leaders sought to advance the necessary culture changes.

As the facilitator for the workshop, I developed the assumptions wrangling approach in collaboration with the project steering committee, which included Brooks Hanson of the American Geophysical Union (AGU); Kerstin Lehnert from Columbia University’s Interdisciplinary Earth Data Alliance (IEDA); Brian Nosek from the Center for Open Science (COS); Mark Parsons of the Tetherless World Constellation (TWC); Erin Robinson of Earth Science Information Partners (ESIP); Shelley Stall, also from AGU; Lesley Wyborn from the Australian National University (ANU); and Lynn Yarney from the U.S. Research Data Alliance. Funding for this workshop and various working groups was provided by the Laura and John Arnold Foundation.

Assumptions wrangling builds on Douglas McGregor’s identification of the importance of “tuning our ears” to underlying assumptions about human behavior, which he described in his 1960 book “The Human Side of Enterprise.” Ed Schein advanced this approach in his 1990 book “Organizational Culture and Leadership,” in which he urged us to look beyond the visible artifacts of culture and the stated policies and procedures in order to get at the deep, underlying (often unstated) assumptions. Along with my co-authors on the 2014 book “Inside the Ford-UAW Transformation,” we identified 56 pivotal events over three decades in which deeply embedded operating assumptions were “on the table” as part of a cultural transformation. This approach also builds on the work of the Stakeholder Alignment Collaborative, which I co-lead, and our forthcoming book “Data Work,” which is centered on deep assumptions in the culture of science.

THE ASSUMPTIONS WRANGLING PROCESS WE CRAFTED INVOLVES FOUR STEPS

STEP 1: FROM/TO ASSUMPTIONS

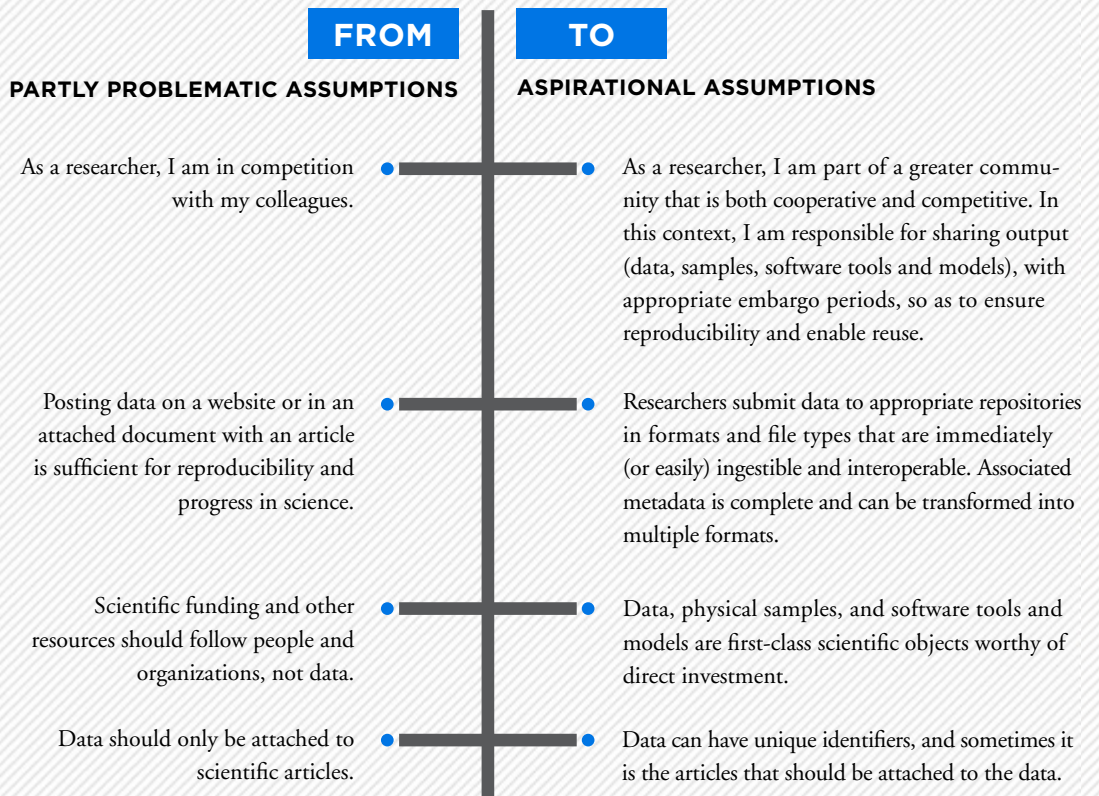
STEP 2: DRIVING/RESTRAINING FORCES

STEP 3: INDICATORS

STEP 4: PERSONAL AND ECOSYSTEM IMPLICATIONS

The process begins with identifying current, partly problematic embedded assumptions and alternative aspirational assumptions — what we termed the “From/To” stage. We call these “operating assumptions,” since they are deeply embedded in the operating practices of the science enterprise.

EXAMPLES FROM THE DOZENS OF FROM/TO PAIRS IDENTIFIED BY THE WORKSHOP PARTICIPANTS



Note that the “partly problematic” assumptions are also partly functional. They have various logics supporting them, so shifting these assumptions is not just a matter of calling them out. In this workshop, small groups brainstormed lists of restraining and driving forces associated with selected From/To pairs, recognizing that there are restraining forces that serve the interests of some or all stakeholders. In this case, restraining forces include incentives and rewards associated with career advancement (emphasizing individual rather than collective efforts), lack of knowledge and skill in the associated data work,

funding models that don’t anticipate long-term storage and reuse of data, among many other factors. Driving forces include the coordinated efforts of the key stakeholders (such as the commitment statement), changes in incentives (data sharing will be part of the selection criteria for fellows in the AGU), changes in policies (funding agencies enforcing required data-management plans in proposals) and other developments.

The third step in assumptions wrangling involves identifying specific indicators that would represent evidence of change in

the underlying assumptions. There are many in the geosciences, including demonstrated compliance with data management plans listed in research proposals; increased ingestion of data and other research objects in data facilities; documented reuse of data from data facilities; inclusion of evidence of data reuse in tenure and promotion cases; and other behavioral indicators. However, the most important indicators are advances in the earth, space and environmental sciences that would not have been possible without the sharing and reuse of data. Tracking these impacts is what will be most important in a long-term shift in the underlying assumptions.

Completing the workshop process involved asking over 60 institutional leaders to indicate specific behavioral changes they would advance in their work over the next 18 months that are reflective of the “To” assumptions, as well as larger changes in the ecosystem that they see as essential. In this case, the commitments will be evident in editorials in leading scientific journals; workshops at professional meetings; new prizes and honors supportive of data sharing; collected success stories; policy changes to require data submissions with articles; tools to help researchers find relevant repositories; and methods to attach unique digital identifiers to data, samples and software. We developed the assumptions wrangling approach with the expectation that these action commitments would be more far-reaching than if we just asked people to identify next steps without taking a deep dive on assumptions, and this was indeed the case.

Ultimately, the process of shifting deeply embedded operating assumptions will be an iterative one rather than a one-time event. In this case, there are concrete plans to track the various indicators identified as a “check and adjust” on the action commitments. Heller alumni who hope to focus and accelerate culture change efforts are welcome to continue the assumptions wrangling experiment in other settings (and let us know about your experiences). Progress in the case of the geosciences is important to us all in that planet Earth is at stake, and advances in the earth, space and ecological sciences depend on culture changes that foster increased cooperation and data sharing. And adaptation to other settings is also important, since there are so many social impact domains relevant to the Heller community where culture change is needed.

SELECTED SIGNATORIES OF THE CURRENT COMMITMENT STATEMENT ON PUBLISHING DATA IN THE EARTH AND SPACE SCIENCES

- Alfred Wegener Institute, Helmholtz Center for Polar and Marine Research (AWI)
- American Geophysical Union (AGU)
- Biological and Chemical Oceanography Data Management Office
- California Digital Library (CDL)
- CLIVAR and Carbon Hydrographic Office (CCHDO)
- Center for Marine Environmental Sciences, University of Bremen (MARUM)
- Copernicus Publications
- DataCite
- DataONE
- Digital Rocks Portal
- DIW Berlin
- Elsevier
- Environmental Data Initiative
- Global Biodiversity Information Facility (GBIF)
- Geological Data Center, Scripps Institution of Oceanography
- GFZ Data Services
- GFZ German Research Centre for Geosciences
- gvSIG Association
- Hypothes.is
- Interdisciplinary Earth Data Alliance
- Mendeley Data
- ORCID
- PAGES (Past Global Changes)
- Paleobiology Database
- PANGAEA.de
- PLOS
- Science and Science Advances
- Ubiquity Press
- U.S. Geological Survey
- WDC Climate, Deutsches Klimarechenzentrum (DKRZ)
- Wiley

JESSICA ESTÉVEZ IS ADVANCING SOCIAL CHANGE LEADERSHIP



“Thinking B.I.G.: Best intentions, Interdependence, Genuine regard,” says Jessica Estévez, MM’98, sharing a lesson she has learned to apply to her daily life and her work as president of Estrategia Group. Estévez has passionately invested her service and expertise in empowering and developing equity, leadership and management for many nonprofit, K-12, higher-education and corporate audiences. She uses her collaborative management skills to help her clients develop ideas, strategies and solutions that cultivate lifelong inclusive leaders.

Born in New York and raised in the Dominican Republic, Estévez returned to the U.S. at the start of high school. She remembers feeling the high expectations of those around her, which led her to engage in a variety of volunteer opportunities from a young age. After finishing her undergraduate degree at Mount Holyoke College at the age of 19, she chose the Heller School to pursue her professional passion. She says that Heller fueled her desire to be an agent of positive change in her community, and that the school offered a balanced integration of social sciences and business leadership, which helped activate her “think globally, act locally” mindset.

Over the course of her career, she has stayed connected with many communities and leaders, and strengthens her network through ongoing engagement opportunities. These opportunities have included presenting at the United Nations; serving in St. Louis, Mo.; teaching in Greenville, Ill.; and working to end discrimination in Florida and now southern Texas.

“Love without fear,” is Estévez’s personal mission. She challenges herself and invites others to put fear in the back seat and choose something inspiring and empowering to connect with. When you surround yourself with positive people, she says, “The vastness of knowledge and wisdom from those circles is what we need to solve problems.”

As a national fellow with the W.K. Kellogg Foundation’s Community Leadership Network, she joined a cohort of individuals who are actively working to promote racial equity

and healing. Through that network, she recently acquired a contract with the Obama Foundation: Estrategia Group is now part of the team at the Obama Foundation that will select the second annual group of Obama Fellows. Estévez will employ her “love without fear” mission to advance the next class of leaders who model positive social change.

PARISA KHARAZI IS LEVERAGING PUBLIC HEALTH DATA ON A GLOBAL SCALE



Parisa Kharazi, MS GHPM’13, a returned U.S. Peace Corps volunteer, began working for Jhpiego just after finishing her Heller School master’s degree in Global Health Policy and Management nearly five years ago. Jhpiego is a global maternal and child health nonprofit affiliated with Johns Hopkins University. As a monitoring and evaluation adviser in its health-information systems division, Kharazi played a critical role in deploying the organization’s centralized reporting database.

For many months, Kharazi met with potential vendors, listened to the needs of stakeholders and endeavored to realize Jhpiego’s vision to collect and analyze public health project data in the best way possible. She led communications and training for the pilot and launch for over 20 Jhpiego countries, and continues to work with country offices to implement their own health-information systems for project data collection and analysis.

Kharazi is motivated every day by the knowledge that this database could solve many of the challenges in the field. She says, “These days, everyone wants data. Donors and leadership want to see the impact of projects implemented in the field. Knowing that health information systems can lead to complete and better-quality data motivates me to work together with colleagues to address needs in data reporting and analysis for Jhpiego’s public health projects.”

The most challenging part of Kharazi’s role in this project was formatting historical project data to import into each country’s new health-information system. “Projects are implemented over

TOP:
JESSICA ESTÉVEZ
BOTTOM:
PARISA KHARAZI

many years and oftentimes there is no standardized system in place where the data can be collected or analyzed. I recently worked with our Lesotho team to launch their new health-information reporting system. We had to import historical data on the medical male circumcision project collected from health facilities over the last three years, and the format of the data was not compatible,” says Kharazi.

Looking back on her time at Heller, Kharazi says she values the enriching coursework and the diverse careers of her fellow classmates, along with her experience as a Peace Corps volunteer in Botswana. “Anyone interested in pursuing a career in global health should have significant experience working outside of the U.S. It helps put into perspective the importance of respecting different cultures and values, and gives one the opportunity to ‘walk in someone else’s shoes.’ I carry the values and lessons I learned from the Peace Corps and Heller with me every day in my professional life.”

JAVED AHMED MALIK RETHINKS THE ROLE OF VILLAGES IN POVERTY ALLEVIATION

Javed Ahmed Malik, MA SID’06, proudly announced the release of his first book, published by the Iqbal International Institute for Research and Development. “Transforming Villages: How Grassroots Democracy Can End Rural Poverty at a Rapid Pace” advances the argument for decentralized development planning and implementation while giving villagers effective control over their resources.

A recent review by Pakistan’s leading English-language newspaper, DAWN, noted the unique value of Malik’s book, as he is a development practitioner who has experienced and managed large-scale rural transformation programs in Pakistan. “Transforming Villages” demonstrates how villages can be active participants in the development process and the importance of institutional structures in this process, such as making the village the basic administrative unit of the state system.

Malik was born in a family of subsistence farmers in a village in North Punjab, where his parents still live. He has worked in rural transformation programs for the past 18 years in all four provinces of Pakistan as well as in South Sudan, Tanzania, Nepal, Bangladesh and Afghanistan, and he has visited over 5,000 rural households and close to 1,000 villages. His insights into systems-level policy and his background in rural transformation helped him develop the argument for his book. In it, he states that human development in rural areas will be nearly impossible without radical changes to governance structures.

He says, “There are 79 million poor in Pakistan; 71 million of them live in rural areas and face multiple levels of deprivation on a daily basis. I argue in ‘Transforming Villages’ that this is the direct result of not only the wrong urban-focused development policy choices, but more importantly, states’ inability to function at the village level effectively. Treating villagers as partners (and not as passive recipients) and giving them control over funds will jump-start human development in rural areas, improve the local economy and transform villages at a rapid pace.”

After graduating from Heller, Malik worked on development projects and in large-scale public-sector transformation programs through the Department for International Development. He held a Social Enterprise Development Programme Fellowship at Lahore University of Management Sciences and has a degree from the School of Economics at the International Islamic University in Islamabad, Pakistan.

Malik is currently the country representative of Democracy Reporting International in Pakistan, where he works to make parliamentary structures serve as the basis of advancing human rights.



JAVED AHMED MALIK

LILLIAN GLICKMAN EARNS LIFETIME ACHIEVEMENT AWARD FROM MASSACHUSETTS COUNCILS ON AGING



LILLIAN GLICKMAN

This summer, the Massachusetts Councils on Aging (MCOA) presented a Lifetime Achievement Award to Lillian Labecki Glickman, MSW'71, PhD'81. Glickman says she was extremely moved to have received this award and that she cannot understate the importance of the work that MCOA does. She says, "Councils on Aging are the foundation of the aging network — the very first place that elders and their families turn to."

MCOA has every reason to celebrate Glickman's professional achievements. During her 50-year career to date, she has worked tirelessly to effectively bring resources to Massachusetts elders. These resources are vast and include increased support for councils on aging, expanded home-care services, extensive protective services for elders, a state-sponsored prescription drug program for elders, the addition of supportive services in elder public housing and training for future elder-care leaders.

Glickman is currently co-director of the initiative she co-founded 15 years ago: the Management of Aging Services Program at UMass Boston, which trains managers and future leaders in elder services, filling a critical need. From 1998 until January 2003, she served as secretary of the Massachusetts Executive Office of Elder Affairs, a cabinet-level agency that administers a range of community-based services for elders. Prior to that, she served as assistant secretary for nine years during two separate time periods. Yet despite all of Glickman's individual accomplishments, she humbly focuses on the teams of people who've worked together to bring about these advances in elder services, and attributes her career successes to these teams. At the Massachusetts Executive Office of

Elder Affairs, in particular, Glickman worked with teams who brought diverse perspectives to identifying unmet needs, and to developing and implementing solutions that had positive impacts on elders' lives.

Glickman joined the aging field thanks to federal stipends and the process of elimination. While she was pursuing her degree, these stipends required that she pick an internship from among veterans' affairs, mental health or aging. The first two topics were of less interest, so Glickman chose aging, and the rest is history. During that internship, she met and was mentored by Frank Manning, and participated in the early days of the formation of the Massachusetts Association of Older Americans, an advocacy organization that played a significant role in promoting social and economic security for Massachusetts elders.

As with most Heller alumni, she has an enduring appreciation for excellent teaching and mentorship. She remains beholden to professors Bob Morris and Jim Schulz and her internship adviser, Milly Guberman. And if Glickman has learned one thing through her career that she'd want to share with the Heller community, it is "only through having diverse perspectives around the policymaking table are we able to create the best policies."



COFFEE WITH THE DEAN

IT'S EASIER THAN EVER TO CATCH UP WITH DEAN DAVID WEIL, WHETHER HE'S GIVING TALKS TO ALUMNI IN WASHINGTON, D.C., AND NEW YORK CITY OR HOSTING MONTHLY BREAKFASTS FOR THE HELLER COMMUNITY ON CAMPUS. KEEP IN TOUCH FOR MORE OPPORTUNITIES.

[HELLER.BRANDEIS.EDU/ALUMNI](https://heller.brandeis.edu/alumni)

BACK COVER(AGE)

*The most pressing
problem posed by
monopsony*

*is not one of allocative efficiency or
its impacts on monetary policy. It is
its impact on equity and fairness.*

DAVID WEIL FOR THE INSTITUTE FOR NEW ECONOMIC
THINKING ON WHEN A SMALL GROUP OF COMPANIES
DOMINATE THE LABOR MARKET

*This is the
only medication
where physicians
have to have
extra training in
order to prescribe.*

CINDY THOMAS DISCUSSING MEDICATION
TREATMENT FOR OPIOID ADDICTION ON NPR
AFFILIATE STATION WCAI

*There is no way
to redo 1991,
but there are ways to do better.*

ANITA HILL IN A NEW YORK TIMES OP-ED ON
SUPREME COURT JUSTICE BRETT KAVANAUGH'S
CONFIRMATION HEARING

*The critical
fact is that the
[Fulbright]
Program has
endured for all
of these years,
through all kinds of
political moments.*

JOAN DASSIN ON BBC'S "THE FORUM," DISCUSSING THE
FULBRIGHT PROGRAM, SCHOLARSHIPS AND SOFT POWER
