

Heller Board of Advisors 2024-2025 Biographies



JEANETTE C. TAKAMURA, PhD'85, (CHAIR), has held principal leadership positions at the national and state level and has been a higher education administrator and member of the faculty at several U.S. universities. She is currently dean emerita and professor of gerontology, social policy, and social enterprise administration at Columbia University, where she was the 17th dean and the first female leader of its School of Social Work. During her 15-year tenure as dean, she instituted multidisciplinary global, national, and statewide education, research, and service programs and collaborations that engaged academic institutions and scholars worldwide and prioritized diversity as a cross-cutting academic initiative. She was assistant secretary for aging at the U.S. Department of Health and Human Services from 1997 to 2001. There, she led the development and enactment of a modernized Older Americans Act and established the National Family

Caregiver Support Program, the federal government's first formal recognition of the significant contributions and needs of family caregivers. She also spearheaded an initiative to lay the foundation for aging policy and program coordination and collaboration across executive branch departments and agencies for the first decade of the new millennium.

Early in her career, Jeanette was a practicing social worker serving youth and families. She held senior executive positions in the Hawaii state government and faculty and administrative appointments in higher education in Hawaii and California. She has served on numerous national and international boards, commissions, and working groups, is an elected fellow of the National Academy of Social Insurance, the National Academy for Public Administration, the New York Academy of Medicine, and the Royal Society of Medicine, and has received numerous awards, among them the Lucy Stone Award from the White House for her advocacy on behalf of older women and the enactment of the National Family Caregiver Support Program. Professor Takamura was invited to serve on the Obama Transition Team, specifically for the U.S. Department of Health and Human Services. In 2009, she was honored by the Japanese Government with The Order of the Rising Sun, Gold Rays with Neck Ribbon, for contributions to the promotion of social welfare policies and programs and the status of Japanese Americans. In 2019, Advancing States, a national association for state aging departments, established the Jeanette Takamura Long Term Care Leadership Award which is given to a national leader in long term care policy and services. She is also featured in the American Society on Aging Legacy Series of interviews of twelve gerontology leaders. She was named a Social Work Pioneer by the National Association of Social Workers. In addition to her Heller PhD degree, her bachelor's degree in political science and sociology and her master's degree in social work are from the University of Hawaii-Manoa. She received special training in gerontology at Harvard Medical School-Massachusetts General Hospital and the University of Southern California Ethel Percy Andrus Gerontology Center. She is an invited featured speaker at national and international conferences on health, long term care, aging, women's issues, and higher education.



GERBEN DEJONG, PhD'81, (VICE CHAIR), FACRM is a Senior Fellow for Health Policy & Post-acute Care at the MedStar National Rehabilitation Hospital (MNRH) and serves as Professor in the Department of Rehabilitation Medicine at the Georgetown University School of Medicine in Washington, DC. He is also a Senior Advisor to, and previously was, the Founding Senior Partner with DeltaMed Partners, LLC, a Maryland-based health facility development firm working mainly in China.

Prior to rejoining MedStar NRH in late 2004, Dr. DeJong served a 2-year stint with the University of Florida as a professor in the Department of Health Services Research, Management & Policy. Previously until 2001, Dr. DeJong served for 16 years (1985-2001) as MedStar NRH's founding Director of Research and as Professor in the Department of Family Medicine at the Georgetown University School of Medicine in Washington, DC.

Dr. DeJong has conducted many multi-center clinical and health outcome studies. He is the author or co-author of nearly 300 papers on clinical interventions, health outcomes, health policy, health care financing, and post-acute care. For the last 40 years, Dr. DeJong has also tracked the American post-acute health care system and its publicly traded companies, especially their growth, development, and consolidation. He is also an avid student of health care reform and has lectured widely on the topic.

In 2006-07, Dr. DeJong served as President of the American Congress of Rehabilitation Medicine. He has served on many boards, both advisory and fiduciary. Dr. DeJong is the recipient of many awards and is a frequently invited speaker both in the United States and abroad. In 1984, he was a Fulbright Scholar in the Netherlands. In 2013, Dr. DeJong was the William Evans Visiting Fellow with the Department of Orthopedic Surgery & Musculoskeletal Medicine at University of Otago and the Burwood Academy in Christchurch, New Zealand.



ADWOA ASARE, MBA'19, is very passionate about diversifying the talent pipeline for careers in socially responsible investing. Her current role as Program Director of the MIINT program (MBA Impact Investing Network and Training) allows her to do just that! Ms. Asare is a systematic program builder. She successfully grew the MIINT program 22% in her first 12 months while also pivoting the program to its first ever virtual format and overseeing a curriculum redesign.

Ms. Asare has been a member of numerous inaugural fellowship programs helping to build new programs from within. Most notably are the New England Impact Investing Initiative Fellowship, Net Impact Diversity in Impact Investing Fellowship, and TPP Real Estate Development Fund Fellowship.

She earned her Social Impact MBA from The Heller School at Brandeis University. During her time in graduate school, she was heavily involved with entrepreneurial startup events, the career development center, and was graduation speaker and president of her MBA class. Her leadership led to the creation of new courses on impact investing and diversity in-the-workplace.

Prior to joining the staff of Bridges Impact Foundation, Ms. Asare worked at Habitat for Humanity for eight years as an Associate Director and community organizer. She is a talented program manager with an entrepreneurial spirit and spark for inclusive ideas. She is a native of Durham, North Carolina and earned her BA in Psychology from Wake Forest University. In her free time, she actively participates in social justice programs at Middle Collegiate Church and builds internationally with Habitat for Humanity.



G. LAWRENCE ATKINS, PhD'85, is the Chief Policy Officer for the National Partnership for Healthcare and Hospice Innovation (NPHI). He previously retired from his position as Executive Director of both the Long-Term Quality Alliance and the National MLTSS Health Plan Association in Washington, DC. He was a Board member and immediate past-President of the National Academy of Social Insurance. He served as the Staff Director of the federal Commission on Long-Term Care, which issued its final report in September 2013. Prior to that, he was Executive Director, U.S. Public Policy at the global pharmaceutical manufacturer Merck.

Dr. Atkins is a veteran of 50 years of health and social policy analysis, policy development, and legislative representation at the local, state, and federal levels. He directed Public Policy at Schering-Plough Corporation; was founder and President of Health Policy Analysts, Inc., a firm providing consultation on pharmaceutical, health benefits, and health care reimbursement issues; was Executive Director of the Corporate Health Care Coalition, an alliance of Fortune 100 companies on federal and state health reform issues; and headed a health and benefits policy practice in the Washington office of the New York law firm Winthrop, Stimson, Putnam and Roberts. During the 1990s, Dr. Atkins served on two quadrennial Social Security Advisory Commissions – 1991 as a Commission member and 1995 as a member of the Technical Panel.

During the 1980s, Dr. Atkins served on the U.S. Senate Special Committee on Aging as professional staff, Deputy Staff Director and Republican Staff Director for Chairman John Heinz (R-PA), and advised Senator Heinz as a member of the Senate Finance Committee on retirement income and health policy matters, and as a member of the 1983 National Commission on Social Security Reform. Prior to his work in the Congress, Dr. Atkins developed health and human services policy at the state and local government levels.

Dr. Atkins holds a Ph.D. from the Heller School for Social Policy and Management at Brandeis University, where he is currently a member of the Board of Advisors. He holds master's degrees from the University of Louisville and the University of Kentucky, and an undergraduate degree from Kenyon College.



JULES BERNSTEIN '57 is a Washington, D.C.-based labor lawyer who has advocated for workers' rights for over 60 years. He has represented several of the country's largest labor unions. While counsel to the International Brotherhood of Teamsters, he helped organize the March on Washington for Jobs and Freedom in 1963. In 1970, he served as union counsel when 250,000 U.S. Postal Service workers went on a "wildcat" strike. As a result, they obtained substantial wage increases, the right to collective bargaining and the first of many subsequent negotiated labor contracts. In the 1980s, he sued the Postal Service on behalf of tens of thousands of postal workers after discovering that postal employees were not being properly compensated on the job and were not being paid for work performed at home. Following years of litigation, 500,000 postal workers won retroactive wages and damages. He and his wife, Linda Lipsett, operate a "mom and pop" labor law firm, where they presently specialize in Fair Labor Standards Act litigation. At Brandeis, he established the Louis D. Brandeis Legacy

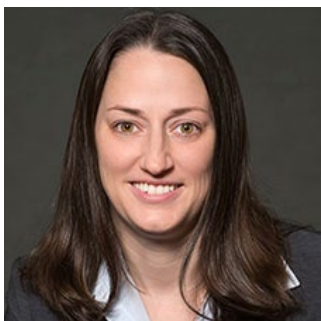
Fund for Social Justice, which supports Brandeis students, enhances campus life, and promotes the issues of social justice that the former U.S. Supreme Court justice championed throughout his life. It sponsors summer social justice internships for Brandeis students. He is also a board member of the Heller School Board of Advisors and serves on the Executive Board of the National Employment Law Project. He is on the board of the National Center for Jewish Film located at Brandeis. He received the Brandeis Alumni Achievement Award in 2007. After graduating from Brandeis in 1957, he earned his J.D. from the University of Chicago Law School and his LL.M. in labor law from the New York University Law School.



Dr. ISAAC CUDJOE, MA COEX'18, is a community organizer, social entrepreneur, and an equity strategist who has served on the alumni board since July 1, 2019. Dr. Cudjoe is a collaborative and strategic leader with demonstrated success as an active participant and in partnership with domestic and international organizations in developing countries and within the United States. He is currently the CEO of Peace First Inc., a global organization that elevates the voices and unleashes the power of young people worldwide to create meaningful change in their communities. He has used his training from the Young African Leaders Initiative and The African Middle Eastern Leadership fellowship to help communities inspire social change agents to do more and be more for the places they call home.

Dr. Cudjoe has a doctorate in public policy and administration. His dissertation, *Discrimination Threats for U.S.-Born Latinx During the Trump Administration*, explored whether and how U.S.-born Latinx young adults experienced discrimination during U.S. Customs and Border Protection and U.S. Immigration and Customs Enforcement investigations, arrests, and deportation during the Trump administration. Now, Dr. Cudjoe uses system thinking to work on grassroots and local levels to help communities identify context-specific ways to transform problems in lasting ways.

Working alongside the Heller community, Dr. Cudjoe wants to help construct a more robust and equitable system for alumni relations that prioritizes belongingness. He believes that Heller's commitment to equity, inclusion, and diversity must also extend to its alumni, which begins with building bridges in all directions of our community. He wants our alumni to think of Heller's community as a warm embrace, wherein their expertise and contributions are enthusiastically welcome.



SARAH EMOND, MPP'09 - As ICER's President-Elect, with nearly 25 years of experience in the business and policy of health care, Sarah leads the strategic operations of the Institute for Clinical and Economic Review – a leading non-profit health policy research organization. Sarah will advance to the role of President and Chief Executive Officer in January 2024. She joined ICER in 2009 as its first Chief Operating Officer and third employee, and has worked to grow the organization's approach, scope, and impact over those 14 years.

Prior to joining ICER, Sarah spent time as a communications consultant, with six years in the corporate communications and investor relations department at a commercial-stage biopharmaceutical company, and several years with a health care communications firm. Sarah began her health care career in clinical research at Beth Israel Deaconess Medical Center in Boston.

A graduate of the Heller School for Social Policy and Management at Brandeis University, Sarah holds a Master of Public Policy degree with a concentration in health policy. Sarah also received a bachelor's degree in biological sciences from Smith College. Sarah speaks frequently at national conferences on the topics of prescription drug pricing policy, comparative effectiveness research, and value-based health care. In her free time, Sarah enjoys skiing and hiking in the White Mountains of New Hampshire.



ANITA F. HILL is a University Professor of Social Policy, Law and Women's Studies and Chair, Hollywood Commission for Eliminating Sexual Harassment and Advancing Equality. Professor Hill graduated from Oklahoma State University and received her J.D. from Yale Law School. Starting her career in Washington, D.C., Hill worked in private practice as well as at the Education Department and Equal Employment Opportunity Commission. In 1989, Hill, was the first African American tenured at the University of Oklahoma, College of Law. Currently, she teaches courses on gender, race, policy and law at Brandeis University and serves as counsel to the law firm of Cohen, Milstein, Sellers and Toll, where she advises on class action discrimination cases. Professor Hill leads the Hollywood Commission working with

entertainment industry companies and unions to eradicate harassment and discrimination in industry workplaces and serves on the boards of several non-profit organizations. Her latest book is *Believing: Our Thirty-Year Journey to End Gender Violence* (Viking Press 2021). As the host of *Getting Even* podcast, Professor Hill has led conversations with a

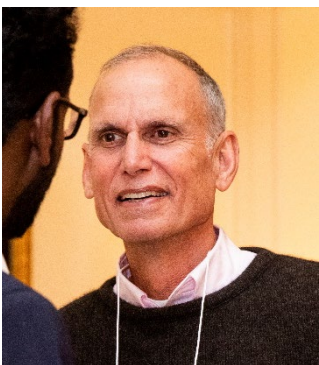
range of changemakers all committed to greater equity and equality. In addition to presenting talks to audiences around the globe, she offers television and radio commentary.



M. IHSAN KAADAN, MD, MS'16, was born and raised in Aleppo, Syria. He graduated from the Faculty of Medicine, the University of Aleppo in 2012. After he moved to the US, Dr. Kaadan attended Brandeis University for a master's in International Health Policy & Management, with a concentration on Health Systems Strengthening. Later, he joined the SCAD research group in the Division of Cardiology at Massachusetts General Hospital/Harvard Medical School. He is an author of many publications in cardiology, global health & health policy. Dr. Kaadan won multiple international awards including the prestigious Civil Society Leadership Award for his work and writings related to healthcare and development. He is the founder of Hakeem – Health Platform, a social media platform dedicated to providing evidence-based health information to the public. Currently, Dr. Kaadan is a graduate assistant at Massachusetts General Hospital.



CONSTANCE KANE, PhD'85, has a long career in international social justice, human rights, and women's empowerment. She is the Founding Executive Director of Women Changemakers for Education (www.change4ed.org) a non-profit which unleashes the power of women and girls through education, leadership, and fellowship. Previous work experiences have included Vice President and Chief Operating Officer of the Unitarian Universalist Service Committee, Senior Advisor in the Africa Division of World Education, Boston, Indonesia Country Director and Asia Regional Director for Pact, Inc., and Global Program Director for Oxfam America, Boston. She lived in and worked on sustainable development and global poverty reduction projects in Japan, Indonesia, and Malaysia. She also lived for three years in Cairo, Egypt, where she completed her doctoral-degree research by comparing Egypt and Israel in their methods of social-service delivery. She is a graduate of Western College in Oxford, Ohio, and has a master's degree in social planning from Boston College and a PhD in social welfare policy from the Heller School at Brandeis University in Waltham, Mass.



JONATHAN KATZ, PhD'81, has worked in real estate development, and consulting in a career that has bridged the private and non-profit sectors. He worked over a 13-year period for the Beacon Companies, the Beal Companies, and the Davis Companies. His real estate consulting clients have included the Harvard Medical School, Mass General Brigham, and Brandeis University, working primarily on developing and implementing strategies to support future mission objectives of his clients. Most recent work has been focused on managing the development of large complex urban projects for Massport and the Harvard Allston Land Company. Dr. Katz earned his PhD from the Heller School and is a board member of the May Institute, a mentor in the Venture Mentoring program at MIT. He has been involved as a founder, supporter, and mentor in the annual Heller Social Impact Start-up Challenge.



CHARLES W. NALYAALI, MA SID'98, is a prominent businessman, entrepreneur and a free-lance financial and banking consultant. He is an owner of various businesses and enterprise as well as a real estate developer. Mr. Nalyaali is also a senior training expert in Microfinance and Banking attached to Frankfurt School of Finance and Management (Bankakademie|HfB) Germany. He sits on a number of boards and is chair to some which include regulated financial institutions and prominent NGOs. Mr. Nalyaali is a former Chief Executive Officer and Managing Director of Ms. Fina Bank Uganda Limited and Equity Bank Uganda Limited, respectively. He was Co-founder and Chief Executive Officer of Uganda Microfinance Limited (MDI), the leading Microfinance Institution at that time. Before that Mr. Nalyaali was Chief Bank Examiner at the Bank of Uganda in the Banks Supervision Department. He has a master's degree in Sustainable International Development from the Heller School at Brandeis

University and a Bachelor of Commerce degree, majoring in Finance from Makerere University. He is not only well travelled but has conducted, facilitated, and attended many seminars and workshops in entrepreneurship, banking, and finance both locally and internationally.



BARBARA NOBLES CRAWFORD, PhD'84, has extensive global corporate, entrepreneurial, higher education, healthcare, retail, high technology, government, and leadership experience as a consultant and business leader in multinational corporations and higher education throughout the United States, Latin America, and Europe. She earned a highly respected reputation as an executive coach, organization development consultant, business professor, and as a corporate executive in professional services wherein she and her team consistently achieved revenue and profit goals., and customer excellence recognitions. Dr. Nobles Crawford's experience and achievements span decades across multiple industries.

After leaving a robust career at Harvard University, she is currently Professor of the Practice in Organizational Behavior in the full time MBA Program, and Director of Executive Leadership & Coaching for MBA Working Professional Programs at the University of North Carolina Kenan-Flagler Business School. Prior to joining Kenan Flagler, Dr. Nobles Crawford served in Massachusetts Governor Deval Patrick's Administration as Assistant Secretary of Human Resources (Secretariat CHRO), where she was responsible for leading and managing six agency human resource directors and Executive Office HR staff in the Department of Energy & Environmental Affairs.

As CEO of Nobles Crawford & Partners for almost a decade, Dr. Nobles Crawford worked with international and domestic Fortune 50 corporations, state and federal governments, entrepreneurs, and professional associations on multifaceted initiatives including business operations management, organization development and restructuring, strategic planning, C-suite executive development and coaching, multicultural relationship building, employee engagement, labor and employee relations, diversity, equity and inclusion(DEI), change and talent management.

Dr. Nobles Crawford is a high demand conference keynote speaker, panelist, and moderator, and has extensive domestic, corporate, university, and international board member experience. She earned her Ph.D. from Brandeis University, M.Ed., University of Virginia, and B.A., University of North Carolina-Greensboro. Barbara has completed executive certification programs at Harvard University, University of California-Berkley, and Duke University.



PAULA PARIS, MMHS'79, is the Deputy Director of JFYNetWorks, a Boston-based non-profit workforce development organization whose mission is to close gaps in academic achievement and college preparedness and persistence among urban high school students. Ms. Paris has prior experience in commercial lending, fundraising for education and the arts, and public policy analysis in the areas of healthcare, adult education, and workforce development. She is a fundraising consultant to grass roots and faith-based organizations and was adjunct faculty at Southern New Hampshire University's School of Community Economic Development for 12 years. Ms. Paris is a trustee of Cambridge Health Alliance, a member of the Cambridge Historical Commission, and a past president of the Heller Alumni Association Board. Most recently she co-founded the Cambridge Black History Project and co-directs its oral history initiative entitled, "Lift Every Voice." Paula received her Master of Management in Human Services in 1979 and worked as a research assistant for two years with Andy Hahn

in the Center for Employment and Income Studies.



DEBORAH KAPLAN POLIVY, MSW'72, PhD'78, is a Fund Development Consultant and author. Her newest book, *The Time for Endowment Building is Now: Why and How to Secure Your Organization's Future*, was published in November 2020 by Rowman & Littlefield. She has also written *The Donor Lifecycle Map: A Model for Fundraising Success* (Charity Channel Press, 2017) that built upon the model she presented in *Donor Cultivation and the Donor Lifecycle Map: A New Framework for Fundraising* (Wiley, 2014).

Dr. Polivy began her professional career at Allied Jewish Community Services in Montreal, Quebec and then helped establish two successful Jewish Federation foundations and also served as the Director of Total Financial Resource Development for the Jewish Federation of Greater New Haven. She was the Director of Development for Goodspeed Musicals, the originator of Annie.

Dr. Polivy served as a research associate at Yale University's Program on Nonprofit Organizations where she conducted studies on the United Way and corporate charitable payroll deduction programs. She has taught at McGill University, Smith and Trinity (Hartford, Connecticut) colleges as well as in the Hornstein Program at Brandeis.

As a consultant, Dr. Polivy has trained numerous boards of directors as well as development professionals to achieve fundraising success. She has led workshops and seminars throughout the United States and abroad. Her doctoral degree is from The Heller School for Social Policy and Management at Brandeis University where she is member of the Board of Advisors. Her website is www.deborahpolivy.com.



SARI A. RAPKIN has had an extensive career in public accounting and non-profit involvement in Greater Boston which spanned over 35 years. Recently retired, Ms. Rapkin served as an Assurance Partner at PricewaterhouseCoopers (PwC) in their Private Company Services practice. Her clients included privately held and private equity backed companies in the retail, distribution, manufacturing, and services industries, as well as several prominent not-for-profit institutions in Greater Boston.

Ms. Rapkin currently serves on the boards of Combined Jewish Philanthropies, Jewish Community Centers of Greater Boston, Jewish Arts Collaborative, Jewish Family Service of Metrowest, Jewish Federations of North America and Our Generation Speaks. Ms. Rapkin's involvement in Our Generation Speaks includes serving on the Growth Committee (monitoring the OGS ventures created during the program) and organizing the Mentorship program for the OGS Fellows.

Sari was the 2011-2013 Chairperson of the Board of Directors at Combined Jewish Philanthropies (CJP). As one of three co-chairs of the Strategic Planning Committee, she played an instrumental role in the creation of CJP's Strategic Plan. She also served as the chair of the Organizational Development Committee. As Treasurer, she served as the chair of the Budget & Finance Committee for four years. She also co-chaired the 2006 – 2008 class of CJP's Acharai Leadership Development program. Most recently, she co-chaired CJP's Boston Haifa Connection, fostering personal connections with Boston's sister city in Israel.

Originally from Rochester, New York, she is a graduate of the Rochester Institute of Technology. She resides in Needham and since retiring in 2014, spends two months of the year in Israel.



NICOLE RODRIGUEZ, MPP'14, President of New Jersey Policy Perspective, is an experienced public policy leader who advocates for equitable solutions that center communities' needs with racial, social, and economic justice.

Before joining New Jersey Policy Perspective as Research Director, Nicole was senior researcher at Community Labor United (CLU) — an organization that brings community and labor partners together to speak in one voice on issues affecting working families throughout Greater Boston. Nicole drove strategic campaigns with rigorous research and leadership that stabilized and strengthened low-paid families and communities of color.

Before that, Nicole worked as senior policy analyst for the Massachusetts Budget and Policy Center, an independent research organization that produces nonpartisan policy research, analysis, and data-driven recommendations to improve the lives of low- and middle-income residents and strengthen the state's economy. Nicole authored numerous reports focusing on family economic security and the state budget.

She has also worked for foundations, nonprofits, and state and local governments. She holds a Master of Public Policy from the Heller School for Social Policy and Management at Brandeis University and a Bachelor of Arts in Political Science from Villanova University. After graduating the Heller School, she returned in 2016 to serve as a board member on the Heller Alumni Association Board and served a term as President from July 2019-June 2022.



SEAN C. RUSH is a CEO, Board Director, and leader in the design, development, and delivery of global education programs in both for-profit and non-profit organizations. He led one of the largest NGOs dedicated to leveraging education as the enabler for young people on six continents to transform their future and capture economic success. Earlier, he built a sustained performance record of value creation for IBM driving their global education industry group to double digit growth over a twelve-year period. Prior to IBM, he spent 14 years as Partner and Chairman of PWC's Education and Non-Profit Practice. He has authored numerous titles, served on multiple boards, and contributed to a variety of global forums. Currently, Mr. Rush is a Trustee of The Frank Lloyd Wright Foundation; an Overseer of the Boston Symphony Orchestra; a Trustee of the Kibera Girls Soccer Academy Foundation; a Senior Associate of the Peter Drucker Society of Europe; President *Emeritus* of JA Worldwide; Co-Chair of the Harvard Kennedy School Fund as well as a member of the School's Dean's Council.

Mr. Rush's academic credentials include: an MPA from Harvard Kennedy School; an MBA from Boston College's Carroll Graduate School of Management; an M.S. from Boston University's College of Communications; and an A.B. from Boston College.



M. BRYNA SANGER, PhD'76, is University Professor of Policy and Management and previously deputy provost and senior vice president for Academic Affairs of The New School. Mrs. Sanger was associate dean for Academic Affairs and chair of Urban Policy Analysis and Management at Milano School of Policy, Management, and Environment at The New School for Management and Urban Policy from 1993 to 1999, and she served as Milano's dean from 1999 to 2000. She holds a faculty appointment as professor of Urban Policy Analysis and Management. She is the chair of the Board of United Neighborhood Houses, the umbrella organization for all 40 Settlement Houses in NYC. The network serves 750,000 New Yorkers. A well-known scholar of public policy and public management, Mrs. Sanger has worked and published in areas including city service delivery, welfare reform, leadership, innovation, and performance management. She consults city and state government agencies on public policy and public management. She is the author of numerous books on public policy and management, including *The Welfare Marketplace: Privatization and Welfare Reform*

(Brookings Institution Press, 2003); *After the Cure: Managing AIDS and Other Public Health Crises*, written with Martin Levin (University Press of Kansas, 2000); and *Making Government Work*, written with Martin Levin (Jossey-Bass, 1994). She has been on the editorial boards of leading policy and management journals, including the *Journal of Public Policy Analysis and Management* and the *Journal of Public Administration Research and Theory*, where she was also an associate

editor. She began her career as a policy analyst at Mathematica Policy Research in Princeton, a leading social policy research institution. Mrs. Sanger holds an AB with honors from Vassar College and a PhD from The Heller School at Brandeis University.



AUDREY SHELTO, MMHS'84, is a proven leader with 40 years of achievement in improving the delivery of health care and human services, particularly for populations who have been marginalized. Audrey assumed leadership of the Foundation in August 2013. She leads the Foundation's strategic agenda to ensure equitable access to health care through grants, research, and policy initiatives.

Audrey served as interim president of the Blue Cross Blue Shield of Massachusetts Foundation in 2005, helping to shape the Foundation's policies and supporting the Roadmap to Coverage initiative that led to Massachusetts' landmark 2006 universal health care law. She joined Blue Cross Blue Shield of Massachusetts in 2007, where she focused on medical cost and care management initiatives over the next six years before returning to the Foundation to become its president.

Audrey's other professional experience includes chief operating officer of Neighborhood Health Plan, executive director for the Boston Mayor's Advisory Committee on Health Care, associate commissioner of Massachusetts's Department of Mental Health, and assistant budget director for the Massachusetts Executive Office for Administration and Finance.

She is widely recognized for her expertise in all aspects of health care and is often called upon to serve on committees and task forces around the state, such as the Mayor's Advisory Committee on Addiction & Recovery (Boston), the MA House of Representatives Legislative Working Group on Managed Care Organizations, the Attorney General's Advisory Task Force on Community Benefits and the Middlesex County Restoration Commission. Audrey is also a sought-after speaker on the local and national health care scene.

Audrey holds a master's degree in management of human services from the Heller School at Brandeis University and a bachelor's degree with honors in psychology from the University of Connecticut. She serves on the boards of the Women's Lunch Place, MA Health Policy Forum and Philanthropy Massachusetts (Chair). She received the inaugural Art of Healthcare Award from the East Boston Neighborhood Health Center in 2014 and the Thomas M. Menino Award in 2016 from the Disability Policy Consortium. In 2018, Audrey was honored by the Lynn Community Health Center with their annual women's award and by the Massachusetts Association for Mental Health with their Spirit of Compassion award. Audrey was named a 2022 Champion of Health and Wellness by the Massachusetts Health Council. She is an elected member of the International Women's Forum of Massachusetts.

Heller Board Emeriti 2024-2025



KAREN WOLK FEINSTEIN, PhD'83, is President and Chief Executive Officer of the Jewish Healthcare Foundation (JHF) and its three operating arms, the Pittsburgh Regional Health Initiative (PRHI), Health Careers Futures (HCF), and the Women's Health Activist Movement Global (WHAMglobal). Combined, they perform a unique mix of grantmaking, research, teaching, coaching, and project management to serve as a regional catalyst for healthcare reforms.

Under her leadership, JHF and PRHI have become a leading voice in patient safety, healthcare quality, and related workforce issues. When Dr. Feinstein founded PRHI, it was among the nation's first regional multi-stakeholder quality coalitions devoted simultaneously to advancing efficiency, best practices, and safety. Dr. Feinstein founded HCF to assist the region's healthcare industry in attracting, preparing, and retaining

employees. WHAMglobal was established to empower women to lead efforts to advance healthcare systems that are transparent, respectful, accountable, and equitable.

Dr. Feinstein is widely regarded as a leader in healthcare quality improvement and patient safety, and she frequently presents at national and international conferences. She was a presenter at the 2016 TEDxBeaconStreet event, an independently organized Technology, Entertainment, and Design (TED) event with a global audience. Dr. Feinstein is the host of the podcast series, Up Next for Patient Safety, examining the best solutions to healthcare safety challenges. She has served on the faculties of Boston College and Carnegie Mellon University and taught at the University of Pittsburgh. Dr. Feinstein is the author of numerous regional and national publications on quality and safety. She is the editor of Moving Beyond Repair, which explores the conditions required to successfully apply Lean as a system-wide quality improvement philosophy. In 1998, 2002, and 2015 she was named Pittsburgher of the Year by Pittsburgh Magazine, from 2020-2023 she was recognized as a member of Pittsburgh Business Times' Power 100, and from 2021-2023 she was selected by City and State PA as one of Pennsylvania's Health Care Power 100.

Dr. Feinstein is a founder of the Network for Regional Health Improvement (now part of the Civitas Networks for Health), a past President of Grantmakers In Health and Grantmakers of Western PA, and founder of the Pennsylvania Health Funders Collaborative. She serves on many nonprofit, governmental, and for-profit boards, including the Allegheny Conference on Community Development; the Allegheny Parks Foundation; the Bon Secours Mercy Health Population and Community Health Steering Council; and the Highmark Health Quality, Safety & Value Board. She's appointed to the Commonwealth of Pennsylvania Health Research Advisory Committee, Board of Visitors of the University of Pittsburgh's Graduate School of Public Health, UPMC Presbyterian/Shadyside Board of Directors, and the UPMC System-wide Patient Care Committee. She is a founding member of the national Women of Impact coalition and a member of the International Women's Forum (IWF) where she was the first chair of Pittsburgh's IWF chapter and co-founded their Women in Health Care Special Interest Group.

Dr. Feinstein earned her bachelor's degree in American History at Brown University, her Master of Social Work at Boston College, and her doctorate at the Heller School for Social Policy and Management at Brandeis University. Dr. Feinstein has Honorary Doctorates from Chatham and Carlow Universities.

Faculty Representative



Dr. Alexandra Piñeros Shields, an Associate Professor of the Practice, directs the Master of Public Policy Program at the Heller School, Brandeis University. Prior to joining the Heller faculty, she was the Executive Director of the Essex County Community Organization (ECCO), an interfaith, interracial, and interclass network of 40 congregation. During her tenure as executive director, she transformed the organization into one guided by womanist, antiracist, anti-imperialist democratic operating principles that center Blacks and Latinos in all levels of organizational decision-making. Through her leadership, ECCO became a “laboratory for democracy.” By centering people who are most affected by our systems of mass incarceration, ECCO leaders of color created and led campaigns for justice. Those included the establishment of immigrant sanctuary policies in four cities; preventing two sheriffs from signing agreements with Immigration and Customs Enforcement (ICE); implicit bias trainings for the entire police department in Lynn, MA; and the development of an unarmed crises response team to respond to mental health emergencies instead of police. Prof. Piñeros Shields served on Gov. Deval Patrick’s design team for the New Americans Agenda, an immigrant integration policy agenda. She teaches course on immigration policy and racial and economic justice in addition to leading several research projects funded by the Social Security Administration, MA Treasury Dept. Office for Economic Empowerment, and the Robert Wood Johnson Foundation. Currently, Prof. Piñeros Shields serves as Chair of the Board of the Massachusetts Budget and Policy Center and on the Boards of the ACLU of Massachusetts and Philanthropy Massachusetts.

Student Representatives

PhD Representative

Quentin Cox

Heller Student Association Representatives

Lois Sarpong, MA SID’25

Richard Antwi Boasiako, MS GHPM’25