Keith Duclos, M.M.H.S. ‘95, wrote a paper while at The Heller School about his concept of care for individuals with developmental disabilities for a strategic management class taught by Gerry Bush. Duclos named his hypothetical agency Side by Side (SBS). Less than ten years later, Duclos is the director of an agency by the same name.

Answering an ad proved fateful

While he loved the academic challenges of Heller, the commute from his hometown of Swansea, MA, was starting to take its toll. At the suggestion of the late Barbara Wakefield, Duclos answered an ad in the Heller Bulletin to take care of a young man with Tuberous Sclerosis Complex in exchange for room and board. What started as a one-year commitment has become a life-long relationship with Brad, a man Duclos refers to as his brother, and also with Brad’s family.

“I told myself I could easily see myself doing this for a year,” said Duclos. But one year became ten, and Duclos’ close relationship with Brad and his family led to a model of services that duplicated the one that he and Brad, and later, Duclos’ wife, still share. Located in Brookline, Side by Side Supported Living provides individualized residential, vocational, educational, social and therapeutic services to help adults with disabilities to live as independently as possible.

Vision now a reality

While on vacation with Brad and his family, Duclos shared his vision of creating a system of services that fit the needs of individuals instead of individuals fitting a set of criteria to obtain services. Brad’s parents said that was their dream as well and together they have made their vision a reality. Duclos now has the satisfaction of building lasting relationships and helping individuals become contributing members of their community as his life’s work.

Duclos insists that his clients who visit in the living room environment that is his office take a piece of fruit from his bowl brimming with apples, bananas, and peaches whenever they stop by. Encouraging good nutrition is just one of the many ways that Duclos helps to turn around the lives of young adults. “It’s wonderful to help people with developmental disabilities who are living with their parents and who never leave the house and give them an opportunity to grow. I love to find the switch that turns people’s lights back on,” says Duclos who points out that nutrition, as well
When Michaela Meehan, M.M.H.S. ’89, was a Heller student, the encouragement of professors Gerry Bush and Andy Hahn led Meehan to apply for the Presidential Management Internship (PMI), a prestigious government program whose interns spend two years rotating through federal agencies. This fast track entry to civil service launched Meehan on her career.

Meehan’s first rotation was at the Department of Labor where she later worked under Secretary Robert Reich. As a GS 11 and wet behind the ears, she describes showing up to sit in the “peanut gallery” in a meeting where she thought she knew more about the issue than anyone else—and accidentally sitting right next to the seat Secretary Reich routinely occupied. But Meehan’s fear of never being invited back didn’t translate into reality. Moreover her outspoken advocacy propelled her into realms where she was at the center of promoting social justice worldwide.

Lessons without borders

Of her Heller education, Meehan says, “I repeatedly use the management skills Jon Chilingerian taught me. Len Hausman encouraged us to consider every angle. I use these critical thinking skills on a daily basis, going one step beyond the pat answer.”

Meehan cut her teeth in the Clinton/Reich effort to increase corporate responsibility in the apparel industry overseas. She was involved in the soccer ball campaign that juxtaposed Pakistani children making soccer balls with their American counterparts who played with those soccer balls. Now fast-forward 14 years where Meehan has recently completed two tours in Iraq. Meehan’s admitted “genetic propensity for social justice” and her Heller training find her well equipped for some unique career challenges.

While working at the Bureau of International Labor Affairs and the U.S. Agency for International Development (USAID), Meehan has addressed occupational safety, HIV, and women’s empowerment in addition to the child labor issues. She has sometimes faced danger and always unique challenges. Whether it’s traveling one mile down into one of the world’s deepest and most dangerous coal mines as part of a mine safety program in the Ukraine or helping to establish democracy in war torn Iraq, this former marathoner and white water kayaker appears energized by challenges.

Meehan is the daughter of two attorneys and though she worked as a paralegal in a law office the summer after she graduated from Brown University, she followed another path that was established at home. “My mother was a social activist,” recalls Meehan. “She always sent Christmas cards with an insert on what to boycott that year. Not eating grapes during the United Farm Workers’ Strike is a vivid memory.”

Two visits to Baghdad

As a senior democracy officer for USAID’s Office of Iraq Reconstruction in Washington, Meehan, a mother of two, volunteered for a temporary duty to work on rule of law, elections, civil society and governance.
“I agreed to go to Baghdad on a Wednesday and left on a Sunday,” says Meehan. “Originally I was supposed to stay for two and half weeks, but that was extended to eight weeks.” She made her first trip to Iraq in early August of 2003, three months after President Bush had declared the hostilities over. “The day before I left Baghdad, the Rasheed Hotel, where coalition workers were housed, experienced its first rocket attack,” says Meehan. It wasn’t until she returned to the United States that others doing similar work became casualties.

Meehan left part of herself in Baghdad due to the intense and dangerous time she had spent. So in November when the Foreign Service put out an unanswered bid for a volunteer to work in the democracy and governance office in Baghdad, Meehan offered to return. “Whether or not you think the United States was right to invade Iraq, we must give back to people who have suffered so tremendously. A democratic government in Iraq would be the only good outcome of the war,” says Meehan. So in January 2004, she returned to Baghdad for eight more weeks.

Working in Baghdad has been the most challenging assignment Meehan has ever had. She found it tricky to create citizen participation traveling around in armored vehicles. “You can’t allow yourself to be scared, but you are always aware that you’re in a war zone,” answers Meehan when asked if she was frightened. “You get issued a flak jacket and a helmet. You learn to tell the difference between a mortar attack and a car bomb.”

Still, despite the risk, the gut wrenching evasive tactics used by the military flights she needed to take to navigate the country, and the 130-degree weather, Meehan loves what she does and would consider traveling to the Middle East again. “I am passionate about democracy and governance issues.”
I have been fortunate in my life to cross divides of ethnicity and cultural heritage and convey the richness of different traditions.

Building Bridges, Building Peace

From an early age, Mindy Reiser, Ph.D. ’81, was intent on investigating other cultures. She attended a Hebrew day school in Brooklyn, New York and later worked on a kibbutz in Israel. As a history major at Brooklyn College, Reiser won a scholarship for summer study at the University of Oslo. Returning from Norway, Reiser organized programs for the college’s Scandinavian Cultural Society. Fascinated by international development and how policies in different countries compare, Reiser earned master’s degrees in journalism and international affairs at Columbia University.

Throughout her career Reiser has looked for opportunities to build bridges between people of different cultures and to foster peace. As a Heller student working on her dissertation about how arts can function as a community development tool, she organized a multicultural arts festival bringing together four ethnic groups in Waltham that didn’t normally interact. As a Heller student working on her dissertation about how arts can function as a community development tool, she organized a multicultural arts festival bringing together four ethnic groups in Waltham that didn’t normally interact. As a Heller student working on her dissertation about how arts can function as a community development tool, she organized a multicultural arts festival bringing together four ethnic groups in Waltham that didn’t normally interact.

Reiser covered meetings at the United Nations as a writer and editor for the U.N.’s Office of Public Information. “I wanted to dig deeper into the issues I heard discussed at these meetings and to understand the dynamics,” says Reiser. It was this desire that led her to The Heller School and it was The School’s diversity of offerings that convinced her to enroll.

Advancing social justice

Following her graduation from Heller, Reiser managed Visiting Scholar Programs for the Senior Fulbright Scholars program, linking international faculty from more than 110 countries with U.S. scholars and students. She then went on to combine her interest in education and social policy at the National Practitioner Data Bank in Washington, D.C., where she brought together hospital presidents, heads of insurance companies, physicians, nurses, directors of professional associations, and administrators of government health care agencies as part of a national outreach campaign focusing on improving the quality of health care in the United States. “It was very exciting to be able to use my planning skills around an important issue – health care quality,” says Reiser. “The Data Bank became a catalyst for openness in health care information.” Now across the country thanks to Reiser’s work, you can go to the web sites of state licensing boards to learn about disciplinary actions taken against health care practitioners.

Exposure to social policy

During the period following the dissolution of the Soviet Union, Reiser traveled to Kazakhstan to direct public opinion research and focus group studies to determine the consequences of the social and economic reforms in the former Soviet Republic. She brought together faculty from Moscow and Basel, Switzerland to help develop training programs for the country’s three major social science research organizations. “We were able to expose people to social policy research in a non-ideological fashion for the first time,” says Reiser. Her other international projects have included developing a public education strategy for the Government of Armenia to gain support for reform of the country’s social welfare and health systems, identifying innovative approaches to reversing the “digital divide” for girls and women in developing countries, and communicating international lessons learned in AIDS prevention projects.

For the past eight years, Reiser has been a senior consultant with Synectics for Management Decisions in Arlington, VA, where she is currently working with the U.S.

continued on page 9
Illicit crops, armed conflict and forced migration have added pressures on forests and people, increasing violence, destroying livelihoods, and fostering poverty.

Alleviating poverty through forest policy

Forests have been a priority on the international political agenda for the past 15 years. At the 1992 United Nations Conference on Environment and Development (UNCED), in Brazil, the forest issue was a significant subject, together with climate change, biodiversity, and combating desertification (the process of becoming a desert). Negotiations among governments at UNCED resulted in the “Forest Principles” and Chapter 11 of Agenda 21: Combating Desertification.

From 1995-2000, an Intergovernmental Panel and Forum on Forests (IPF/IFF), examined a range of forest-related topics, culminating with a set of IPF/IFF Proposals for Action. Subsequently, in 2000 the Economic and Social Council (ECOSOC) of the U.N. established the United Nations Forum on
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For more information about making a gift, please contact the Heller Office of Development and Alumni Relations at 781-736-3806, or go to www.heller.brandeis.edu.

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Please let us know if your name has been inadvertently omitted. We apologize and will include you in our next issue. Alumni who ask to remain anonymous are not listed here but our gratitude extends to them as well. Only Heller alumni are listed, but others generously donate to this fund including Brandeis undergraduate alumni and staff.

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Fifty five more $1,000 gifts will help us reach our goal of raising $150,000 so that a student study space in the new Heller building can be named the Heller Alumni Lounge. Thank you to the following alumni who helped us pass the halfway mark by donating or pledging $1,000 or more.

For only $200 annually over five years, your name can appear along with those below on a plaque that will be displayed in the Heller Alumni Lounge as a visual testament of your commitment to current Heller students.

The following have made gifts ranging from $1,000 to $20,000 (most scheduled over a multi-year period).

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Heller Launches New Degree Program

Among the 149 new students at The Heller School this fall, 16 students are enrolled in the new Master of Science in International Health Policy and Management Program. This is the inaugural class of this new program that draws on the strengths and resources of the Master’s in Sustainable International Development Program, the M.B.A. Program in mission-driven management, and the Schneider Institute for Health Policy. This one-year master’s degree combines the planning, management, and health policy expertise found at Heller in an international context, training young professionals to play increasingly responsible roles in assuring the health and wellbeing of the world’s poorest children and families.

Social Security Administration on strategies for outreach and communication to different ethnic and cultural communities.

A quest for peace

Volunteer work has also been a large focus of Reiser’s passion for peace-building activities. For nearly three decades she has served in a variety of capacities with the American Friends Service Committee, an organization founded by the Quakers in 1917 to carry out peace programs throughout the world. “My involvement with AFSC is a direct result of my experience on the kibbutz and a course I took at Heller with Mike Brower on economic alternatives,” says Reiser. She also serves on the Council of American Jewish World Service, a non-profit organization co-founded in 1985 by Heller Professor, Laurence Simon.

More recently, Reiser became vice president of community relations for the United Nations Association of the National Capital Area where she is also a member of the Task Force on Peace and Security.

In 1997, Reiser co-founded Global Peace Services USA, a non-governmental organization that provides training in conflict transformation and peace-building activities. She has traveled across the globe to teach, speak, and conduct workshops on conflict resolution and peacemaking. “I have been fortunate in my life to cross divides of ethnicity and cultural heritage and convey the richness of different traditions,” says Reiser. “It’s a source of great joy for me and I intend to continue devoting my energy to this vital work.”

Building Bridges, Building Peace

continued from page 4

Seeing the Forest through the Trees

continued from page 5

Forests (UNFF) as part of a new international arrangement on forests to carry on intergovernmental policy, building on IPF/IFF. The UNFF is a subsidiary body of ECOSOC, with universal membership. Its main objective is to promote the management, conservation and sustainable development of all types of forests and to strengthen long-term political commitment.

At the fifth session of the Forum, 2005, a Ministerial Segment will address progress and future actions. It will examine the international arrangement’s effectiveness and discuss the links between forests and the Millennium Development Goals. Emerging issues such as forests and conflict are also envisioned.

Recently attending a Heller alumni event in New York City, Santamaria was reminded of the time when she was a Heller student. “I left with Mari Matsumoto, M.M.H.S. ’90, also working at the U.N., and commented on the experience. Recognizing our common journey, we exchanged business cards. It’s the only real way to make change, using knowledge and our angles of intersection to combine strengths and shape a new image for the Heller community.”
What Do You Think?
One of the issues raised during Heller’s 45th anniversary conference was the increasing importance of transparency in organizational life, and the management challenges that this raises. No longer can managers easily conduct business or make decisions behind a curtain — rather they are required to do so in a fishbowl. Every action needs to withstand the scrutiny of internal and external stakeholders, including employees, board members, funders, governmental agencies, and community members. Rapid information exchange via the internet creates additional transparency. What are your ideas for how managers can effectively conduct business given this new environment?

Send a brief reply to helleralumni@brandeis.edu with your thoughts and we will print your opinions in the next Viewpoint section of Heller Alumni News & Views.

New Jobs, Degrees, Directions

Andrea Bosquez-Porter, M.B.A. ’03, is the program coordinator for the Justice System Training Program in the Office of Justice Assistance in Wisconsin. The program trains police officers, judges and prosecutors to work with victims of domestic violence, sexual assault and stalking.

Anne Brisson, Ph.D. ’99, is a visiting professor in the department of psychiatry at the University of Illinois and at the International Center for Response to Catastrophe. She recently spent two years teaching and conducting research in Kosovo as a Fulbright Scholar.

Steve Coan ’84, M.M.H.S. ’90, Ph.D. ’97, was promoted to executive vice president for operations at Mystic Aquarium and Institute for Exploration in Connecticut.

Debra Feldstein, M.M.H.S. ’96, is executive director for City Year of San Jose/Silicon Valley. City Year unites a diverse group of young adults ages 17 to 24 for a year of full-time community service, leadership development and civic engagement.

Antoine Gayles, M.M.H.S. ’90, received a doctorate in education from Seton Hall University in New Jersey.

Robert Hawkins, M.A. ’00, Ph.D. ’02, is an assistant professor at New York University School of Social Work focusing on social welfare policy, race and cultural diversity, and quantitative research.

Brian Hertig, M.M.H.S. ’95, has relocated with his wife and two children from Pennsylvania to the Midwest, where he is chief operating officer for the Minneapolis Jewish Federation.

Teresa Korneegay, M.M. ’98, is living in Afghanistan, where she has been the deputy director of operations for the Christian Children’s Fund since September of 2003.

Armand Lauffer, Ph.D. ’69, developed and currently directs an international M.B.A. program in nonprofit management and Jewish communal leadership at the Interdisciplinary Center in Hertzlia, Israel. Before moving to Jerusalem, Lauffer became Professor Emeritus at the University of Michigan and received the ACOSA award for career achievements, including publishing more than 20 books on community organizing, human services careers, simulation-gaming, training, marketing, planning and fundraising.

Deborah Polivy, M.S.W. ’72, Ph.D. ’78, is senior vice president at Connecticut Public Broadcasting with primary responsibility for endowment and major gift development. Polivy is a member of the Heller Alumni Association Board.

Julie Rosen, M.M.H.S. ’89, was named the executive director for the Kenneth B. Schwartz Center, a nonprofit organization housed at Mass General Hospital that is dedicated to supporting compassionate health care and strengthening the relationship between patients and caregivers. Rosen is a member of the Heller Alumni Association Board.

Nina Silverstein, Ph.D. ’80, is spending her sabbatical from the University of Massachusetts in Boston working with the National Highway Traffic Safety Administration, the Department of Transportation and the Alzheimer’s Association Public Policy Division in Washington, D.C. on issues of driving and dementia.

Shelley Steenrod, Ph.D. ’99, has accepted a position as assistant professor in the School of Social Work at Salem State College.

Bindu Sara Sunny, M.A. ’04, is an intern with World Education in Boston, MA, studying best practices in the field of non-formal education in India and seeking to improve the quality of education for female child laborers.

Nancy Valentine, Ph.D. ’91, received an honorary degree from Regis College and also serves on the Regis College Board of Trustees. Valentine is a first vice president of medical strategy and health policy at CIGNA Healthcare in Hartford, CT.

Baruch Levy, Ph.D. ’80, was elected as the first president of the National Council for Voluntarism in Israel, an umbrella organization of hundreds of national and local volunteer organizations. Levy has been an active volunteer for the past twenty years and is currently director at large for the International Association for Volunteering Efforts and the Association for Volunteer Administration.

Awards, Honors, Fellowships, Grants
Laura Alpert ’96, M.M. ’98, was appointed to the board of The Junior League of Schenectady as communications co-chair.

Matthew Burke, M.B.A. ’01, was elected to the Board of Directors of the American Association for Homecare and will chair its Rehab and Assistive Technology Council. Burke is director of operations at Burke Medical Equipment in Chicopee, MA.

Joyce Clifford, Ph.D. ’97, received the Marquette Rodgers Kinney Award for a Distinguished Career from the American Association of Critical-Care Nurses. Clifford was also featured as one of twelve leaders who made a difference in Pivotal Moments in Nursing: Leaders Who Changed the Path of a Profession.

Ruth Abram, M.S.W. ’71, published an article entitled “Save Abu Ghraib” in The Washington Post. Abram is the founder and president of the Lower East Side Tenement Museum. The article details the Museum’s role in establishing a network of historic site museums to form the International Coalition of Historic Site Museums of Conscience.


Joan Serra Hoffman, Ph.D. ’01, recently published Youth Violence, Resilience, and Rehabilitation, a book based on her work exploring young peoples’ pathways out of serious and chronic violence. Hoffman is co-director of the Inter-American Coalition for the Prevention of Youth Violence in Washington, D.C.

Marriages
Sara Wiesel Cullen, M.A. ’02, married Brendan Cullen in Brookline, MA, on August 30, 2003. They are living in Philadelphia, where she is completing a Ph.D. in Social Welfare.

Births

Faculty/Staff Notes
Mike Doohan, Ph.D. ’02, assistant professor, was appointed executive director of the Massachusetts Health Policy Forum, an organization that holds conferences for state legislators, health plans, hospitals, academics, advocates and others interested in Massachusetts health policy. The Mayor of Waltham appointed Doohan to the Waltham Health Care Committee, which is examining the health care needs of the community.

Jody Hoffer Gittell, assistant professor of management, has been reappointed for a second term as Chair of the Board for Families First Health and Support Center, a community health center in New Hampshire offering prenatal and primary care, dental care, family support services and mobile health care for the homeless.

Robert Reich, Maurice B. Hexter Professor of Social and Economic Policy, recently published “Reason: Why Liberals Will Win the Battle for America,” a call to arms for liberals and progressives against what Reich terms the “Radcons,” radical conservatives.

If you have some news to share with Heller Alumni, contact Norma DeMattos at ndemat@brandeis.edu or 781-736-4827.

Laurence Simon, director of the Sustainable International Development program, Professor Stuart Altman, Dean Jack Shonkoff, and Larry Atkins, Ph.D. ’85, Heller Alumni Association Board president, led the discussion at the alumni event in Washington, D.C.
as social and employment skills, are all an important focus in assisting people in developing independent living skills.

Duclos talks proudly of the client who yearned to be a successful businessman like his father. Now, the individual has set up a successful dog walking business and has followed in his father’s entrepreneurial footsteps. Duclos relates with a smile that the client has proudly told him that Duclos couldn’t possibly fully understand the dog walking business and its complexities.

And it’s not just the individuals with disabilities, but the entire family, who benefit. While attending a wedding of a client’s sister, Duclos was taken aside by the bride who thanked him for the gift of having her brother enjoy her wedding. Because her brother had been so disruptive previously, she had feared he would not even be able to attend.

Accepting a challenge

The first in his family to complete high school, Duclos had grown up watching his dad commute over an hour to his assembly line job at General Motors. Determined to create a different life for himself, Duclos studied business at the University of Massachusetts at Dartmouth. “I wanted to run a Fortune 500 company,” says Duclos.

But then one night over dinner, his mother and sister, who both worked in the human services field, commented that they thought their brand of work would be too tough for him. Duclos accepted the challenge and worked one summer in a residential school for adults with mental retardation. He never looked back from that job, proving them wrong.

Five years after taking that summer job as a counselor, Duclos, then a manager at the school, often found himself reflecting about better ways to support people with disabilities. He had plans to attend social work school until he read an article written by Heller professor Jon Chilingerian that touched on so many issues that were important to him. So instead he enrolled at The Heller School where he could combine policy and management and obtain all the business skills in service of more enlightened human services. “I came to Heller thinking ‘there has to be a better way to provide services’ and I left thinking ‘now I can do this better’. The Heller School gave me the confidence to realize my dreams,” says Duclos.

A personal connection

Working with adults with disabilities resonates with Duclos for a number of reasons. Duclos was born with cerebral palsy and up until high school was placed into classes only with other children with disabilities. “At home, though, my family never let me use my disability as an excuse,” says Duclos. “My parents always focused on possibilities, not limitations.” In fact, when he was a child, doctors told his parents that he wouldn’t walk. His parents wouldn’t take that for gospel either. “They felt that when someone says something can’t be done, then it’s worth giving it a try,” says Duclos, who not only learned to walk, but ran track and cross country in high school and completed the Boston Marathon this past spring.

One of the things Duclos is most proud of is his ten-year relationship with Brad. “Brad has helped me grow into the person I am today,” says Duclos. “I imagine my wife and Brad and I will all retire together.” Before retiring, Duclos would like to see his office filled with pictures of clients running their own businesses, living happy productive lives, participating in fun and innovative projects, and taking vacations. “Hopefully there will also be a couple of my kids running around here as well, being watched by their Uncle Brad,” says Duclos.