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Heller

A MAGAZINE FOR THE HELLER SCHOOL FOR SOCIAL POLICY AND MANAGEMENT



RESEARCH,
POLICY AND
ACTION FOR
SENIORS AND
CHILDREN

MANAGING
ORGANIZATIONS
WITH A SOCIAL
MISSION



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Heller

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Dear Friends,

The Affordable Care Act, sexual harassment, minimum wages, sustainable development, income and wealth inequality, child-



hood obesity, prescription drug abuse, access to quality early childhood education, disability policy, healthy aging and advancing social inclusion are just some of the topics that scholars at the Heller School are currently working on. As you will see in this issue of Heller magazine, our researchers not only

advance our understanding of what works in social policy, they actively engage in putting this knowledge into action.

Just as our scholars have diverse research interests, our Heller students come to us from around the world with a passion for many different social issues. As you will read in this issue, our students put to practice the analytical tools and skills they acquire at Heller to advance positive social change even before they graduate. You will also see that once our students become alumni, the impact of their passion and skill is felt across the spectrum of social policy.

Over the past year at Heller, we have been actively engaged in making sure that the Heller School, with its rich programmatic offerings and its history of contributions to the fields of policy and management, is a model of global and domestic diversity and equity. As our colleague Professor Anita Hill stated at our schoolwide Diversity Forum last fall, “We have to support our ideas of inclusion and diversity, and it is not just about our social justice mission. It is about completing our mission to be an academically excellent institution.”

To implement this commitment to achieving diversity and equity at Heller, we have established the following objectives:

- The Heller School will ensure that diversity and inclusion are embedded in the classroom experiences through civil dialogue, and that cultural competency and awareness of history are basic to each student’s learning.
- Heller will increase faculty capacity to educate students about diversity and develop inclusive learning environments.
- Heller programs will equip students with diversity-related expertise as appropriate to each degree.
- Heller will develop innovative co-curricular, internship and research experiences to promote students’ abilities to work and live in diverse communities.
- Heller will develop and support nationally recognized research and scholarship on race, ethnicity, class, gender and other dimensions of diversity.

As this issue goes to print, Heller is finishing preparations for our 55th anniversary celebration. We look forward to you joining us Sept. 12-14, 2014, for a weekend conference and reunion around the theme of Achieving Equity of Access and Opportunity. We chose this theme so that we could celebrate the Heller contribution to a more just and equitable world, and to collectively engage in discussion about the work yet to be done. For information on speakers, workshops and celebratory events, please check our website, heller.brandeis.edu/55.

As always, my personal thanks for the interest you take and support you give to the important work of the Heller School. I look forward to seeing you at our anniversary celebration.

Warm Regards,

A handwritten signature in black ink that reads "Lisa M. Lynch". The signature is fluid and cursive.

Lisa M. Lynch,
Dean and Maurice B. Hexter Professor
of Social and Economic Policy



In the
classroom
and out
in the world...



Knowledge Advancing
Social Justice



**RESEARCH,
POLICY AND
ACTION FOR
SENIORS AND
CHILDREN**

**HELLER SCHOOL FACULTY,
STUDENTS AND ALUMNI ARE CONDUCTING
RESEARCH, BUILDING CONSENSUS AND
MOBILIZING ACTION AROUND**

HEALTH CARE POLICY ACROSS THE LIFESPAN

Through government agencies, nonprofit organizations, for-profit companies and research institutes, Heller is shaping the future of health care in the United States. Two areas where substantial progress is being made are healthy aging and the prevention of childhood obesity. Thanks to the commitment of the Heller community, the school is playing a key role in the effort to improve the health and the lives of seniors and children in Massachusetts and beyond.

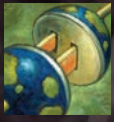
A powerful model for the nation to address both of these issues is the Massachusetts Health Policy Forum at Brandeis University. The Forum is a nonprofit, nonpartisan organization dedicated to improving the health care system in the Commonwealth. Under the leadership of executive director Michael Doonan, PhD'02, assistant professor at the Heller School and MPP program director, the Forum presents the

highest quality research to legislators, stakeholders and the public. The Forum does not lobby and does not make recommendations, but instead identifies and clarifies health policy problems and brings people together to discuss potential solutions. “The Forum lives at the intersection of research and action,” says Doonan. “It’s a good fit for Heller. It aligns with our mission — research that can be used to make good policy.” In the past few years, the Forum has focused its considerable expertise on healthy aging and the prevention of childhood obesity.



**EXERCISING FOR 15 TO 20 MINUTES
BEFORE SCHOOL HELPS KIDS DO BETTER
IN CLASS, BE MORE ATTENTIVE AND HAVE
MORE CONFIDENCE, STUDIES SHOW.**

—BROOKE ROSENBAUER '09, MS'12



CHILDHOOD OBESITY



More than a quarter of health care costs in this country can be traced to obesity. An overweight child costs the health care system an average of \$200 more each year than a healthy weight counterpart. These were the findings of a brief co-authored by Amy Glynn, MPP/MBA'13, presented at the Massachusetts Health Policy Forum in 2012. In Massachusetts, nearly 30 percent of children are overweight or obese, and the number of overweight children has more than tripled in the past three decades. The percentage of children ages 6 to 11 in the United States who were obese increased from 7 percent in 1980 to nearly 18 percent in 2010. Unchecked, the individual and public health costs and consequences of this epidemic will become increasingly severe. The 2012 Forum brought together legislators, educators and advocates to discuss the latest data, the cost impact and potential solutions for improving child nutrition and physical fitness.

"We chose to focus on this area because we knew from experience that research could help make a major difference," says Doonan. An earlier Forum on obesity helped lead to the launch of Mass in Motion, a Massachusetts Department of Public Health statewide grant program that helps communities promote healthy eating and active living in the places people live, learn, work and play. To decrease childhood obesity rates, the 2012 Forum issue brief recommended that local, state, and federal governments work in concert with individuals and businesses. One company making great strides on this issue is Reebok, with the help of Brooke Rosenbauer '09, MS'12,

the social purpose operations and strategy manager for the Canton, Mass.-based company. As part of her job, Rosenbauer helps coordinate BOKS, a before-school physical activity program for elementary school kids funded by Reebok and the Reebok Foundation. The program aims to prevent childhood obesity while also improving academic performance.

"Research shows that if you get kids moving before school, their performance in the classroom improves," Rosenbauer says. Exercising for 15 to 20 minutes before school helps kids do better in class, be more attentive and have more confidence, studies show. At the same time, it helps fight obesity. "Today, there's increased pressure on kids for academic performance, yet physical education and recess are being pushed to the side," says Rosenbauer. "That mentality is a big barrier." With community support and funding from Reebok, BOKS was able to apply science-based research to a real-world problem to create a solution — a formula for success Rosenbauer learned at the Heller School.

BOKS started in 2009 with a group of moms in Natick, Mass., and has since grown into an international health and fitness program for kids, especially for those attending underperforming schools. To date, 850 schools are enrolled and use BOKS' free curriculum and training. "Reebok recognizes the positive impact that fitness can have on everyone," says Rosenbauer, "and is working toward ensuring that future generations are healthy and fit."



THIS IS ALLOWING US TO REALLY ASSESS SERVICE PLANS AND OUTCOMES, AS WE FOCUS ON GIVING SENIORS MORE OF A SAY ABOUT THEIR OWN SERVICES AND CARE. —ANN HARTSTEIN, MMHS'83



HEALTHY AGING

About 10,000 people turn 65 each day in the United States — a trend that is expected to continue through 2030, according to the Pew Research Center. To help make sure this growing number of seniors remains engaged and as healthy as possible, the Massachusetts Health Policy Forum, with support from the Tufts Health Plan Foundation, commissioned research and held a series of discussions on healthy aging in the Commonwealth. The goal is to make Massachusetts the leading state in the nation in healthy aging. The fourth forum, held this January, included the release of a first-of-its-kind, in-depth look at about 100 health measures for each community in the Commonwealth. This Tufts Health Plan Foundation commissioned report, written by Elizabeth Dugan and team at the Gerontology Institute at the University of Massachusetts Boston, illuminates some surprising disparities across Massachusetts and set the stage for policy innovation and further study. “This research has been stellar in terms of its applicability to our work in state government,” says Ann Hartstein, MMHS’83, secretary of the Massachusetts Executive Office of Elder Affairs (EOEA). “It’s hard to find research that translates so seamlessly. It tells us about the quality of people’s health out in the field and gives us data on which to build effective programs.” The full analysis can be found on Mahealthyaging-collaborative.org.

According to the report, more than three quarters of older adults in Massachusetts struggle with high blood pressure and nearly one in three has been diagnosed with depression. Chronic disease is high among older adults in Massachusetts; the state average for seniors 65 and older having four or more chronic conditions is 59 percent. With all this new information, Doonan says the next step is to get it out to the communities so they can use it to make changes. “We want to spark conversations and action,” he says. To support this effort, the Forum helped create the Massachusetts Collaborative for Healthy Aging. In collaboration with the Tufts Health Plan Foundation, the group launched a website earlier this year to bring together diverse stakeholders with expertise and interest in healthy aging and to give communities access to information they can use to improve their healthy aging programs.

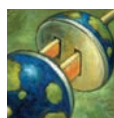
“Heller is very committed to building knowledge for the future, for all of us,” says Hartstein. “This new data will help state leaders shape future education campaigns about immunizations and many other health programs, and will be especially helpful for municipal leaders.” Hartstein, using EOEA’s

system of record, boasts the largest database of long-term services and supports in the country — 1.5 million assessments on a population of 350,000 people. It is another piece of information that will lead her agency to better assess what really works for people living in the community in need of assistance. “Data systems are so much better today than they used to be, and they’ll only get better in the next 10 years,” she says. “This is allowing us to really assess service plans and outcomes, as we focus on giving seniors more of a say about their own services and care.”

The Commonwealth of Massachusetts, the Forum and the Heller School are looked to as national models on how research and policy come together around issues of healthy aging. In November 2013, the Heller School took another major step to address the impact of our nation’s demographic shift on the U.S. health care system by establishing a research collaboration with the Institute for Aging Research at Boston’s Hebrew SeniorLife (HSL), a Harvard Medical School affiliate. Heller and HSL, both leaders in their respective fields of aging research, will work together to bring clinical research into practice and policy. The new Joint Center to Inform Health Care Policy and Practice in Aging hopes to improve health care quality, reduce costs and promote healthy aging.

Founded in 1903, HSL is a nonprofit, nonsectarian organization devoted to redefining the experience of aging through a full spectrum of health care, senior living communities, innovative gerontology and geriatric research, and teaching for the next generation of geriatric care providers. It is one of the largest providers of elder care in the Boston metropolitan area. About 3,000 seniors a day live in HSL communities or receive health care from the organization. Walter Leutz, PhD’81, Heller professor and associate dean for academic personnel, is looking forward to having access to statistics on so many seniors. “HSL is a wonderful laboratory to explore best practices,” says Leutz. “HSL is good at framing the research questions and creating new programs; Heller is good at analyzing and evaluating data. Together, we can track the progress of new programs and determine what works.”

Education will also be an important piece of Heller’s collaboration with HSL, says Leutz. “HSL will provide valuable internships for both Brandeis undergraduates and Heller students, and research opportunities for doctoral and postdocs, giving our students more practical experience in real settings.”



MANAGING ORGANIZATIONS WITH A

SOCIAL MISSION

What does it take to lead an organization with a social mission? How do you drive social change while managing your resources and remaining true to your core values? It's not easy. Managers of mission-driven organizations must develop the analytical tools and critical judgment to tackle today's most pressing policy questions. They must grasp the complex factors that contribute to societal, political, economic and environmental problems — and possess the strategic leadership and management skills to address them. And, most importantly, they must cultivate a deep understanding of what it takes to build and nurture a mission-driven culture. These characteristics are the hallmark of Heller's management programs, fueled by a curriculum grounded in social change. To learn more about this special breed of leaders, Heller

Magazine talked to people with a range of experience in management and social change. They are Dr. Sam Thier, chair of the Heller board of overseers, former Brandeis president and former CEO of Partners HealthCare System; David Segal '78, MMHS'83, chief operating officer of Neighborhood Health Plan; Elizabeth Buckley, MBA/MA SID'09, co-founder of Lallitara; and Heller School Professor Jon Chilingirian, director of Executive Education, director of the Brandeis-Tufts School of Medicine MD/MBA program and director of the AHRQ Doctoral Program in Health Services Research. In conversation, they shared their stories, perspectives and advice. Here's what they had to say about managing organizations with a social mission.



**I WANTED TO APPLY MYSELF IN BUSINESS
WITH A HUMANISTIC PERSPECTIVE,
AND I WAS FASCINATED BY HEALTH CARE
ADMINISTRATION. —DAVID SEGAL '78, MMHS'83**

01

UNDERSTAND AND VALUE THE MISSION AND CULTURE OF THE ORGANIZATION

Sam Thier has been managing organizations with a social mission for more than 40 years. “It’s all about knowing what you’re trying to do,” he says. “You need to understand the mission, and the values that direct you toward that mission. Then you need to devise a strategy to move it forward ... all while keeping the lights on. But first and foremost, you must be able to articulate the mission and vision.” One of Thier’s most complex management challenges was overseeing the merger between Massachusetts General Hospital and Brigham and Women’s Hospital. Based on his considerable experience, he knew the most important first step was to identify each organization’s values. Initially, the two groups saw themselves as possessing very different core values. After Thier and his team held retreats and conducted extensive surveys, the two discovered that what they each valued most was nearly identical. This paved the way for a much smoother consolidation.

David Segal got an education in the importance of understanding an organization’s culture when he joined Neighborhood Health Plan (NHP) after more than 20 years at Harvard Pilgrim Health Care. Going from one managed care company

employees are from all parts of the world, which reflects the communities it serves. “We spend a lot of time learning about not just our differences, but also our similarities,” adds Segal. “This makes us stronger and elevates the quality of our service so that we’re meeting members where they are — whether they’re small business owners or individuals receiving subsidies. It’s a tremendous learning experience for me every day.”

Segal’s passion for social policy developed during his undergraduate days at Brandeis. “I wanted to apply myself in business with a humanistic perspective, and I was fascinated by health care administration. Heller was exactly the kind of business school I wanted. I don’t think I’ve ever had an experience like it before or since. It’s something I’ll never forget.”

Segal’s Heller experience is paying off. Since becoming NHP’s chief operating officer in 2008, he and his colleagues have kept costs down while sustaining a consistent level of quality for customers during a difficult economic period. At the same time, membership has grown dramatically, from 186,000 to 270,000. Mission-driven organizations are complex entities, says Segal. “You really need to understand the chemistry and biology of the organization you are entering and then build on its strengths. And you really have to believe in your mission. Otherwise you won’t bring enough energy to the table.”

This mission statement drives Lallitara, the social enterprise company co-founded by Elizabeth Buckley: “We are a team of dedicated and creative individuals striving to revolutionize fashion and to do good every step of the process.” Lallitara sells clothes and accessories made of reclaimed saris from India. Getting the for-profit company up and running consumed Buckley for months, but she never loses sight of the founding mission. “With every business decision, every single day, we ask ourselves: ‘Does it abide by our core mission?’” Buckley’s company buys saris above market price from recyclers, men and women in India who go door-to-door collecting them. The company then pays a living wage to U.S. workers to make the sari fabric into eco-friendly accessories and clothing. As India’s wealth has increased, women have been able to afford to regularly buy new saris. About 500 million saris are now discarded each year. Lallitara not only keeps millions of tons of fabric out of landfills, but also helps support the low-income recyclers, who can raise their family above the poverty line by selling just two saris a day to Lallitara. Lallitara also donates 10 percent of its profits to NGOs in India.

EVERY SINGLE DAY, WE ASK OURSELVES: DOES IT ABIDE BY OUR CORE MISSION?

to another, Segal predicted a straightforward transition. But what he didn’t realize at first was how different the two organizations were. NHP is one of the first health plans in the country created with the express purpose of addressing the health care needs of underserved populations. The nonprofit is dedicated to providing equitable, affordable care to diverse communities. Diversity isn’t just a buzzword at NHP, it’s something the organization takes very seriously. “I quickly learned that NHP’s commitment to diversity is not only an important part of our mission, but also a hallmark of our service model,” says Segal. “We value diverse views, how different people look at problems, and how they solve them.” NHP’s



LALLITARA STRIVES TO REVOLUTIONIZE FASHION AND DO GOOD IN EVERY STEP OF THE PROCESS.





02

ANALYZE AND EVALUATE — USE DATA TO GUIDE BEHAVIOR

One of the distinct strengths of the Heller School is its commitment to driving positive social change through the application of evidence-based research. It's not enough to be passionate about your cause. The ability to effectively use data has become increasingly important in any type of organization. "It's gotten more difficult to manage health care organizations," says Thier. "They're more complex, and there's more information to manage and understand. And because of new forms of media, there's more intense public scrutiny." On the other hand, Thier adds, in some ways the manager's job has gotten easier because of the ability to accumulate, analyze and use information.

However, implementing data-based business processes isn't always easy. When Segal came to NHP, the company was growing very fast. His goal was to help the organization continue to grow in a scalable fashion without losing sight of its mission, while also ensuring the flexibility to continue to innovate. To accomplish this, Segal decided to put in place systems, measures and feedback loops. "Change is always hard, but in today's world it's important to stay nimble," he says. With the support of NHP's CEO, Segal introduced new and clearly defined business processes with measures and clear accountability. "Our goal, despite a changing environment, is to continuously improve our members' transactions and experiences," he says. "To do that, we not only have to have the right processes and the right people in place, but also we must make strategic investments to effect real change." Once the NHP team understood how the new processes were in line with NHP's mission, the company embraced the new system, which continues to evolve today.

03

SUCCESS MEANS NOT KNOWING ALL THE ANSWERS

“The organization and practice of medicine and delivery of health services is becoming more challenging,” says Jon Chilingierian. “Medical schools aim to produce excellent clinicians, but they might not be the best place to train the next generation of clinical leaders.” Thanks to a new collaboration between the Heller School and the Daniel Hanley Center for Health Leadership in Portland, Maine, physicians are learning advanced leadership concepts and tools to improve the delivery of health care services in some of the most medically underserved and impoverished areas in the state. Doctors enrolled in the Physician Executive Leadership Institute (PELI) are studying topics such as strategic thinking, leading change, state and national health policy trends, relational coordination leading to high performance, negotiation, accounting and management skills. The physicians are learning many new concepts, says Chilingierian, but they are unlearning just as many.

“The greatest misconception physicians hold about managing is that success means being a telling and persuading leader, relying on their technical expertise,” says Chilingierian. “Effective leaders focus on the process of strategic thinking by guiding and motivating their colleagues to diagnose the situation before they see the solutions. They also help teams learn to see the big picture as it is situated inside a larger system.” This can be a struggle for traditionally trained doctors. Chilingierian offers this advice. “Be collaborative and reflective. You do not have to be a technical expert to be the leader — ask open-ended questions and become a good listener. Don’t feel compelled to know everything.” By learning to use a process of inquiry rather than advocacy, Chilingierian says, great clinical leaders guide teams to a shared clinical vision. They implement health reforms that challenge assumptions, behaviors and old systems of authority.

Another shift physicians have to make is whether they see failure as a mistake or an opportunity to learn, says Chilingierian. “Good clinical leaders set high performance standards and do not make excuses for mistakes. However, they do give people permission to learn from mistakes and not feel compelled to hide them. They create a safe space for teams to learn.”



FRONT ROW FROM LEFT: HELLER PROFESSORS JODY HÖFFER GITTELL AND JON CHILINGIERIAN WITH PARTICIPANTS IN THE PHYSICIAN EXECUTIVE LEADERSHIP INSTITUTE IN PORTLAND, MAINE

04

HAVE THE COURAGE TO CHALLENGE ASSUMPTIONS, QUESTION OLD MODELS AND BE CREATIVE

Heller's management programs (heller.brandeis.edu/mba) are different from those at traditional business schools. Students come to Heller with a passion to change the world. Heller gives them the tools to succeed — solid business skills combined with innovative social policy. Medicine, for example, had long been on the sidelines of technology, entrepreneurship and solid management skills. Medical education needed a new model. In 1995, decades before other programs, Heller was the first to launch a four-year, dual MD/MBA degree program. The director and co-founder of the program,

LET'S RETHINK HOW WE DO BUSINESS ... LET'S MAKE A NEW NORM WHERE BUSINESS CAN MEAN ALL GOOD FOR ALL PEOPLE.

Chilingerian wanted to develop a new approach, bucking business as usual in health care management. In the past, the leadership of health care organizations was left to those with so-called administrative and/or business experience. There is growing evidence that health organizations with higher proportions of clinicians who have advanced management and leadership training can outperform health care organizations managed solely by managers who have no clinical training. "We are trying to close the gap between the clinical and managerial domain, bringing the science of management to the science of medicine," says Chilingerian. "For example, our MD/MBA students are learning how to disrupt the trade-offs between quality and efficiency by finding quicker routes to health." This innovative program, in partnership with Tufts School of Medicine, is producing excellent clinicians who understand the science of health care management.

Health care organizations, like many other mission-driven entities, have a reputation for being reactive, not proactive. Traditionally, organizations with a social mission have been slow to embrace innovation, whether it's new technology or best practices in management. But this is changing, and young Heller entrepreneurs like Buckley are leading the way. "Heller helped me see that a traditional business model could lead to social change," says Buckley. "I learned that a company could be driven by market demands, but make decisions based on a mission."

Social causes are no longer just for the nonprofit sector. Lallitara is just one of a growing number of new for-profit businesses with a social purpose created by Heller alumni. About one-third of the 44 students beginning Heller's MBA last year concentrated in social entrepreneurship. The last decade has witnessed the rise of a new breed of entrepreneurs capitalizing on a changing marketplace. Whether it's called mission-driven, social responsibility or sustainability, for-profit companies are learning that enlightened self-interest combined with support for social causes makes good business sense.

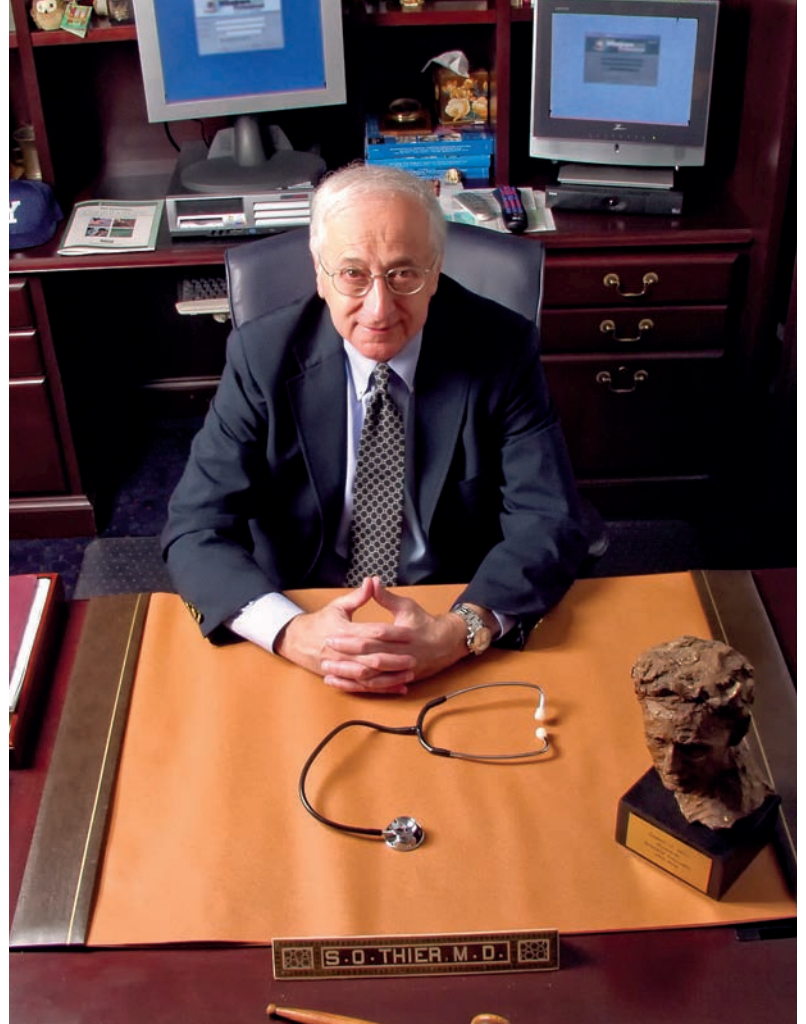
"At other business schools, when they ask students how to cut costs, the answer is usually, 'Move production overseas.' That's not very creative," laments Buckley. "Let's rethink how we do business. Let's not get stuck in the old models. Business doesn't have to be as usual anymore. Let's make a new norm where business can mean all good for all people." Right now, Lallitara sells its one-of-a-kind products online and in eight retail locations, but Buckley has bigger plans. "We'd like to be the Anthropologie of ethical and sustainable goods," she says. "We want to provide a range of products that are made well, but that are also stylish, trendy, fun and environmental. And we want to do all this with a social mission. We want customers to look good and feel good about everything they buy." Read more about Lallitara and three other businesses with a social purpose created by Heller alumni in the Boston Globe at goo.gl/X3rjto.

05

SHARE WHAT YOU'VE LEARNED WITH OTHERS

The Heller School believes in the power of knowledge to advance social justice. For this to work, knowledge must be shared when it's created. This is a principle understood by all Heller faculty and alumni, and it is the end goal of Chilingierian's training program for doctors. If the Physician Executive Leadership Institute reaches its target, 10 percent of all practicing physicians in Maine will complete the Heller-Hanley training. The outcome will be a statewide network of physicians prepared to lead change and improve Maine's health care system, which includes many federally qualified health centers and physician practices in remote rural areas. "The program is a superb fit with Heller's mission of creating new knowledge and insights in health policy and management," says Chilingierian. The approach could help revolutionize health care in Maine.

"Virtually nobody in the medical profession had an MBA when I was in a senior faculty position in the medical school at the University of Pennsylvania," recalls Thier. "Now health care managers have degrees and advanced education. These added competencies are making a big difference." Throughout his career, Thier has always valued education and research in the pursuit of good social policy that makes people's lives better. When he was named a University Professor at Brandeis, he could have chosen to affiliate with any department — he chose Heller. "Heller has always been the place you go for good public policy research," he says. "The mission and values, from the very beginning, have always represented the best of that."



IN APPRECIATION

At the end of 2014, Dr. Sam Thier will step down as chair of the Heller board of overseers after six years of service in that role. Throughout his long career in health care management and as president of Brandeis, Thier has remained committed to the rigorous inquiry and social policy principles that guide the Heller School. "Sam is tough, fair, devoted to inquiry and the creation of knowledge, and he never forgets that there is a patient at the center of our work," says Kate Walsh, fellow member of the Heller board of overseers and president and CEO of Boston Medical Center.

Although he is stepping down as chair, Thier will continue to play an important role at Heller. He'll remain on the board of overseers and continue to shape Heller's future health care leaders by teaching at the school. "Sam has a rare sense of clarity when it comes to his values and mission and then has the courage to take the necessary actions to make his goals become real and constructive," says Dr. Michael S. Jellinek, a member of the Heller board of overseers and former chief clinical officer of Partners HealthCare Systems. Thier has made an indelible mark on Heller, helping solidify the school's reputation as a leading school and research institution for social policy and management.

SEXUAL HARASSMENT IN AMERICA, THEN AND NOW

In 1991, Anita Hill became an unwitting public figure when she was called to testify in the Senate Judiciary Committee's



Supreme Court confirmation hearing for Clarence Thomas. Her testimony outlined a history of sexual harassment by Thomas. Nearly 23 years later, Hill has shared her perspective of the hearing in the documentary "Anita." The film marks the first time Hill has spoken in depth

about what led her to testify before the Senate. Now a faculty member at the Heller School, Hill spoke with BrandeisNow about sexual harassment in the U.S. and society's response to it.

Why did you feel it was important to retell your experience of the Senate Judiciary Committee's Supreme Court confirmation hearing in 1991?

There are myriad gender issues still going on today. We are confronted by them practically every day, whether it is the court-martial of Brig. Gen. Jeffrey Sinclair or the issues of sexual harassment and assault on college campuses. We can learn from the past. Although the hearing was nearly 23 years ago, it was a critical reflection of where we were as a society, and it can help us understand where we are now and where we need to be to resolve these issues.

Are you surprised at where we are today in terms of understanding and addressing the issue of sexual harassment?

I am disappointed that we are not farther along, but I won't say I am surprised. We are faced with entrenched bias that has become part of our institutions and the way we do things. We need to look at how our systems work and how our rules and policies prevent us from actually achieving equality.

What is the next step in addressing sexual harassment?

We are at a point now where, when sexual harassment occurs, we have to decide what the consequences are. Sinclair's court-martial amplifies this issue. He admitted to having engaged in pornography in the workplace and having inappropriate and extramarital affairs with people he commanded. Many people felt that the court's decision in his case (a \$20,000 fine and

no jail sentence) was a slap on the wrist. So we have to decide if we are willing to have punitive consequences for behavior that we know is wrong and that is undermining the integrity of our institutions and keeping them from moving forward. So that is one of the big questions. If sexual harassment really matters, what are we willing to do about it?

For the full Q&A, please visit www.brandeis.edu/now/2014/april/hillqanda.html.

ALLYALA K. NANDAKUMAR APPOINTED TO U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

Allyala K. Nandakumar, director of Heller's Institute for Global Health and Development, has been appointed chief



economist for global health in the Office of Health Systems, Bureau for Global Health in the U.S. Agency for International Development (USAID). Nandakumar will provide intellectual leadership and support on health economics to USAID's global health work.

"I am excited and humbled by this opportunity to support USAID's efforts to end preventable child and maternal deaths and achieve an AIDS-free generation," says Nandakumar. "Optimizing outcomes from investments in health while keeping a sharp focus on social justice is what Brandeis stands for. It is my desire to bring these very principles to the work at USAID."

Nandakumar has worked for 25 years in health care financing in developed and developing countries. His work has taken him to Bangladesh, Jordan, Mongolia, Sudan, Botswana, Western Samoa and Tonga, among other countries.

He will continue to teach courses at Brandeis University on health economics.

“We are delighted that professor Nandakumar has been appointed to this new position,” says Dean Lynch. “He will be able to take his considerable knowledge of global health issues and engage in the information, review and evaluation of policies meant to protect the most vulnerable people around the world.”

LAUNCH OF DIVERSITYDATAKIDS.ORG

The Institute for Child, Youth and Family Policy (ICYFP) received a grant of \$2.9 million over three years from the Robert Wood Johnson Foundation to complete the development of diversitydatakids.org, a comprehensive, integrated information system to help policymakers, researchers, advocates and other change agents monitor progress toward improved health and well-being for children of all racial and ethnic groups. Organized geographically by region as well as by race and ethnicity, the site posts data on everything from birth weight and home ownership to employment opportunities, enabling users to target regions most in need of intervention and to inform policymakers. The principal investigator is Dolores Acevedo-Garcia, ICYFP director and Samuel F. and Rose B. Gingold Professor of Human Development and Social Policy at Heller. The official launch for the website was March 12. The institute also received a supplement grant in the amount of \$75,000 from the W.K. Kellogg Foundation to fund key dissemination activities related to the site’s launch. These activities will focus on the groundbreaking tools, data and analysis that diversitydatakids.org can offer to policymakers, researchers and advocates who are interested in issues of racial and ethnic equity among children in the U.S. Through this grant supplement, the diversitydatakids.org team will disseminate valuable information regarding the website’s tools and functions, key data findings and equity-focused policy analysis.

ANGELA GLOVER BLACKWELL AT BRANDEIS

Angela Glover Blackwell, founder and CEO of PolicyLink, is Brandeis’ inaugural Richman Distinguished Fellow in Public Life. She was nominated by Heller’s Institute for Child, Youth and Family Policy and selected to receive the award



and deliver a keynote address at Brandeis this past March. Preceding the ceremony, which was organized by the Brandeis Center for Ethics, Justice and Public Life, she held a seminar for Heller students, sharing what it takes to bridge academia and advocacy in terms of her career, skills, passions, critical thinking and service as a public

intellectual. She also moderated a community-wide panel conversation on regional equity issues that featured Beverly A. Scott, chief executive officer and general manager of the Massachusetts Bay Transportation Authority; Marc Draisen, executive director of the Metropolitan Area Planning Council; Aaron Gornstein, the undersecretary of the Massachusetts Department of Housing and Community Development; and Ronaldo Cheek, a member of the board of directors for Metco Inc.

HELLER’S LURIE INSTITUTE BUILDS BRIDGE WITH UNDERGRADUATES

The Ruderman Social Justice in Disability Scholars Program was established in 2013 through the generosity of the Ruderman Family Foundation with the goal of identifying, supporting and training undergraduates to become future leaders in disability-related fields. Two courses on disability issues will be added to the undergraduate curriculum, and the student scholars will participate in internships and research projects. Susan Parish, the Nancy Lurie Marks Professor of Disability Policy, director of the Lurie Institute for Disability Policy and associate dean for research at Heller, is directing the project in cooperation with Sara Shostack, associate professor of sociology. In February, Brandeis University seniors Danielle Sackstein ’14 and Ruth Zeilicovich ’14 began their research assistantship with Parish.

HELLER’S FIRST SOCIAL ENTERPRISE STARTUP CHALLENGE

Last fall, Heller hosted its first Social Enterprise Startup Challenge, inviting students from across the university to participate. Four ideas were selected from the initial 12 pitched, and teams worked through the weekend to further develop viable business plans. The startups included

1.) Clean Life, a clean stove distributor eyeing the market of India's slums, with a marketing sales force of women from these neighborhoods; 2.) Innovation Global, a global growth consulting firm for social enterprises; 3.) Super Info Board, an app that customizes upcoming event calendars for Boston-area students; and 4.) Donate-Your-Skill, an interactive site that coordinates learners and educators to share skills in real time, while generating profits to target real social causes that have proven impact. Mentors from the Heller School and Greater Boston business community provided advice and guidance to the teams throughout the weekend, which culminated with 20-minute presentations to a panel of judges. The winning team (Donate-Your-Skill) has gone on to compete for the Hult Prize (see below). The entire weekend was organized and facilitated by a group of Heller master's students with the enthusiastic support of Heller Overseer Jonathan Katz, PhD'81, who is a mentor in the MIT Venture Mentors program, and Brenda Anderson, Heller MBA program director.

HELLER STUDENTS IN REGIONAL FINALS FOR THE HULT PRIZE

A five-person Brandeis team was among the 200 teams chosen from 10,000 applicants to participate in regional finals for the Hult Prize, an international start-up accelerator for student social entrepreneurs. The winner of each region will present their start-up solutions at the Clinton Global Initiative annual meeting in New York this September. The ultimate winning



LEFT TO RIGHT: DI LUO, MELISSA NAZARENO, EYAD FALLATAH, YAN SHI AND RACHAEL GOLD-BROWN, WHO ARE REPRESENTING HELLER IN THE HULT PRIZE COMPETITION

team will be awarded \$1 million to implement its idea. This year's challenge asked teams to build "sustainable and scalable social enterprises to address non-communicable

disease in slums." It's a global challenge that this global Brandeis team — hailing from the U.S., Saudi Arabia and China — was more than ready to tackle. Heller students on the team included Rachael Gold-Brown (MA SIDCO'15), who worked previously in Rwanda mobilizing women to start small businesses; Melissa Nazareno (MBA'14), who has worked in health care management; Di Luo (MA SID), an exchange student from Beijing Normal University (China), who taught financial literacy and entrepreneurship for six years before returning to school; Eyad Fallatah, a computer science student; and Yan Shi, a former human resources executive in China, who is pursuing an MBA at Brandeis' International Business School. By relying on their differing backgrounds and education, this team won the Heller School's first social enterprise start-up competition last fall with its Donate-Your-Skill idea (see previous story), and Gold-Brown is convinced it has a shot to win the Hult Prize. "We know what it takes to organize a community, we know what it takes to make a successful business, and we know what it takes to create technology that empowers," Gold-Brown says. "We are ready to make a difference."

TUESDAY TALKS

Faculty, researchers and students enjoyed another semester of opportunities to learn from each other. The Tuesday Talks series provides a monthly venue for colleagues from across the school to share their current research and experiences in the field as well as answer questions and share a variety of perspectives with one another. This past winter's talks included "A Progressive's Journey at Walmart," by Margaret McKenna, visiting professor of the practice and past president of the Walmart Foundation; "To Compete, First Collaborate," by Thomas McLaughlin, adjunct lecturer in the MBA program, who shared management advice; "Livelihood Diversification as a Strategy for Economic and Environmental Sustainability in the Amhara Region of Ethiopia," by Joseph Kweku Assan, assistant professor of political economy of sustainable international development; and "From Prison to Community Re-Entry: Policies and Practices That Facilitate Positive Change," by behavioral health researchers Robert Dunigan, PhD'04, and Mary Brolin, PhD'05. All talks are available on Heller's YouTube channel.



FREDERICK M. LAWRENCE



LEFT TO RIGHT: HELLER PHD CANDIDATES PHOMDAEN SOUVANNA AND CALLIE WATKINS LIU AND PROFESSOR TED JOHNSON

FORUM HIGHLIGHTS HELLER'S FOCUS ON ACHIEVING DIVERSITY, EQUITY

Underscoring an institutional commitment to creating equity and eliminating barriers that prevent individuals from achieving their full potential, Dean Lisa Lynch welcomed a standing-room-only audience to the Heller School this past November for a discussion on the state of diversity.

“Our goal is to make the Heller School — with its rich programmatic offerings, its history of contributions to the fields of policy and management, and its broad geographic, class, racial, religious and ethnic representation — a model of global and domestic diversity and equity,” Lynch explained.

President Frederick M. Lawrence, professors Anita Hill and Ted Johnson, and Heller PhD candidates Callie Watkins Liu and Phomdaen Souvanna shared their insights on diversity and barriers to inclusiveness. Michelle Scichilone, assistant vice president of human resources, described Brandeis’ efforts to make its policies more equitable for employees with same-sex partners.



PHOTOS BY MIKE LOVETT

CORPORATE SOCIAL RESPONSIBILITY IS MORE THAN A BUZZWORD AT HELLER

On Feb. 26, 2014, students, faculty and staff packed the Heller School’s Glynn Auditorium to engage in an energizing and thoughtful discussion organized by second-year MA SIDCO students Sasha Anderson, Marta Baran and Meredith Shull. Inspired by their participation in “The Power of Networks” — the Business for Social Responsibility’s 2013 conference on Corporate Social Responsibility (CSR) — the trio shared the innovations and hottest topics in CSR with the Heller community, with a particular focus on the impacts of corporate and non-state actors on global systems. Professor Rajesh Sampath facilitated a panel discussion among in-house experts with diverse views and experience within CSR, including Dean Lisa Lynch, who addressed the issue from a labor perspective, and visiting scholar Margaret McKenna, who shared her firsthand experience with CSR as president of the Walmart Foundation. Adjunct Professor Michael Appell and Professors Alain Lempereur and Brian Roache also made important contributions to the discussion.

11TH ANNUAL WASHINGTON, D.C., HELLER ALUMNI AND STUDENT NETWORKING RECEPTION

In February, Heller Alumni Relations hosted more than 130 Heller Alumni and Students in D.C. for a lively networking reception. The successful event was held at the Carnegie



Endowment for International Peace, with alumni from the 1970s through the 2000s attending. Students from the SID, COEX, MS and MPP programs journeyed to the nation’s capital to meet with organizations such as John

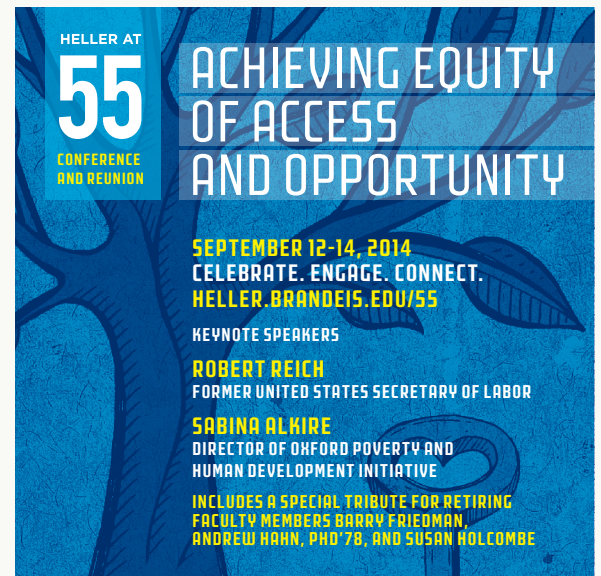
Snow International, USAID, Ashoka and the Congressional Research Service. Career development staff arranged two panels of alumni who are currently working in both domestic and international organizations to offer students their wisdom and perspective on career planning, job hunting, first jobs and life after Heller.

TEACHING AND MENTORING AWARDS

The annual Heller Awards ceremony was held on April 2 at the Zinner Forum. Each spring, the Heller community nominates individuals, and then a committee of students, faculty and staff select three to receive the esteemed awards. This year, Dean Lynch awarded the Teaching Award to Mari Fitzduff, professor and former director of the MA COEX program; the Mentoring Award to Ted Johnson, assistant professor in the COEX program; and the Staff Award to Meaghan Cummings, senior department coordinator in the Office of the Dean. Criteria for the awards may be found at heller.brandeis.edu/about/misc/teaching-mentoring.html.

HELLER AUTHORS SERIES

Professor Mari Fitzduff, past director of the MA in Coexistence and Conflict program, was a featured “Celebrate Heller Authors” series presenter last December. Her book, “Public Policy in Shared Societies,” includes chapters by Heller faculty Tijs van Maasakkers and Heller student Rebecca Herrington.



NEW JOBS/DEGREES/DIRECTIONS

Adwoa Atta-Krah, MA SID'09, recently took up a new post in Bamako, Mali, with the Education Development Center Inc. (EDC) as deputy chief



of party of the Mali-out-of-School Project. This USAID-funded youth development initiative works to provide 10,000 rural, out-of-school Malian youth in the cities of Koutiala, Sikasso, Kayes and Timbuktu with improved basic education, work readiness, technical training, social and leadership development, and accompaniment toward livelihood activities. It aims to make Malian youth more educated, economically productive, civically engaged and empowered to build economically productive and civically active lives for themselves, their families and their communities. (aatta-krah@edc.org)

Ondrea Austin, MBA/MA SID'09, is working as a public education consultant with North Carolina New Schools, an education reform and innovation agency. (oniodell@gmail.com)

Marie-Astrid Blondiaux, MA SID'04, will be posted in Mexico City at the end of the year. She will work for the International Committee of the Red Cross on analyzing migration from a regional perspective and coordinating activities in favor of migrants from



Mexico to Central America. (mablondiaux@hotmail.com)

Sara Bonizio, MBA'10, launched Eleven Consulting LLC in November

2013 to provide brand development and marketing management services to community-based nonprofits and small businesses. (srose17@hotmail.com)

Ruth Brandwein, PhD'78, dean and professor emeritus at Stony Brook University's School of Social Welfare, was named to the Sarasota County Human Services Advisory Council. She reviews human services contract proposals and makes recommendations for funding to the Sarasota, Fla., County Commission. She is also active in statewide advocacy for Medicaid Expansion, affordable housing and the professionalization of state child welfare investigators in her capacity as legislative chair for NASW-Florida, where she is mobilizing legislative advocates in the 18 NASW units around the state. (rbrand24@aol.com)

David Bresnahan, MBA'10, is now director of resource development and marketing for Nuestra Comunidad Development Corporation in Roxbury, Mass. (dbresnahan@nuestracdc.org)

Justin Burke-Samson, MA SIDCO'13, recently joined Mass Farmers Markets as the director of development. Mass Farmers Markets is a nonprofit that works on behalf of the 240-plus farmers markets in Massachusetts to increase social and economic development and advocates improvements to the state's local food system. His responsibilities include managing a multimillion-dollar budget and development plan, developing community partnerships and overseeing programing management. (justin@massfarmersmarkets.org)



Steven Byler, MBA'08, began working at Elysium Digital in June 2013 helping the company build its brand and

expand its market presence. Elysium is a technical consulting company that assists lawyers in technology-related legal matters. His son, Tate Marcus Byler, was born on Aug. 18, 2012.

King Davis, PhD'72, is leading a project at the University of Texas at Austin to digitize and preserve records from the world's first mental institution for African-Americans. The archives for the Central Lunatic Asylum for Colored Insane (the only mental institution for African-American patients until its integration in 1970) contain more than 800,000 documents, including photographs, annual reports, newspaper clippings and half a million index cards documenting every patient. (king.davis@austin.utexas.edu)

Fatou Fatty, MA SID'01, has been working as the community school coordinator for the Revere Community School since May 2013. The Revere Community School unites lifelong learners with community and partner resources to empower its adult learners and encourage workforce development, health and wellness, community awareness and civic participation. It offers learning opportunities ranging from informational seminars to credit-bearing college courses for residents of Revere, Mass., and neighboring communities. Fatty is also the co-founder and a member of the board of directors for Women Encouraging Empowerment Inc., a nonprofit organization in Revere. (ffatty@revere.mec.edu)



Brian Gibbs, PhD'95, has been appointed associate vice chancellor for the University of New Mexico Health Sciences Center's Office

for Diversity and assistant professor in the Department of Family and Community Medicine. Previously, Gibbs was the associate dean for diversity and cultural competence at the Johns Hopkins School of Medicine. Gibbs also spent 10 years as director of the Program to Eliminate Health Disparities at the Harvard School of Public Health. (drgibbsbk@aol.com)

Mitchell Glavin, PhD'01, is an associate professor in health care administration at Stonehill College and a member of the Academic Council for Healthcare Supply Chain Management Research (Association of Healthcare Resource & Materials Management). (mpvglavin@yahoo.com)

Shimon Gottschalk '54, PhD'72, has been retired from Florida State University's School of Social Work since 1998. He wishes all of his fellow Heller alumni the best of luck in their endeavors. (shimong@embarqmail.com)

Evan Hochberg, MMHS'96, recently joined United Way Worldwide as the chief strategy officer. (evan.hochberg@www.unitedway.org)

Batya Hyman, PhD'93, was promoted to full professor in the Social Work Department of Salisbury University last year. In June 2014, she will end her tenure as director of the undergraduate program and assume a new role as graduate program director. She is also involved in an effort to provide Salisbury University's MSW program to military personnel and their dependents in Europe, and will soon work to offer the university's BASW program in Europe as well. She was married to Belinda Cross in March 2010 as one of the first same-sex couples to marry legally in the District of Columbia. Together, they have raised a son. (bxhyman@salisbury.edu)

Pamela McQuide, PhD'97, has worked as the chief of party for USAID-supported IntraHealth International in Windhoek, Namibia, since 2011. She has more than 15 years of international experience as an innovative force in the field of global health, having worked with projects in Southern, Eastern and Central Africa. She brings intimate familiarity with health system strengthening and has extensive expertise in human resource management, human resource information systems, health policy and health services research. Additionally, in December 2013 she published "Applying the Workload Indicators of Staffing Need (WISN) Method in Namibia: Challenges and Implications for Human Resources for Health Policy" in the journal *Human Resources for Health*. (pmcquide@intrahealth.org)

Mary S. Otiato, MBA'08, is now the chief of staff at the Massachusetts Commission for the Blind after three years as a regional director. (awinjao@gmail.com)

Thomas P. Quinn, MBA'10, is a senior researcher at Witt/Kieffer, the preeminent executive search firm in health care, higher education and nonprofits. (tomq@wittkieffer.com)

Mia Siscawati, MA SID'04, and her husband **Asep Suntana, MA SID'04**, completed their doctoral programs at the University of Washington, Seattle. Suntana earned a PhD in forest system and bioenergy in 2011. Siscawati earned a PhD in anthropology in 2012. They returned home to Indonesia, where Suntana teaches at the Department of Environmental Engineering at Surya University and leads a research center on sustainable terrestrial management and integrated renewable energy center at the same university. Siscawati joined an independent research institute that focuses its work on critical

agrarian studies and develops its research to support social movements in Indonesia. She also serves as an affiliate lecturer at the Department of Anthropology, University of Indonesia. (miasisca@indo.net.id, asuntana@u.washington.edu)

Aaron Young, MA SID'12, is pursuing a doctorate in city and regional planning at the University of California at Berkeley with an emphasis on international development, critical urban theory, social movements and climate justice. Young is researching the Delhi-Mumbai Industrial Corridor, a joint infrastructural project between India and Japan to build several "green" cities connected by high-speed transit. His attention to this large-scale project concerns the socio-spatial ramifications presented by rapid urbanization, green governance and population displacement. He will conduct research in India and Japan while completing his forthcoming dissertation. (aaronyoung@berkeley.edu)

PUBLICATIONS

Joel Hirst, MA SID'03, published his first novel, "The Lieutenant of San Porfirio," in Buenos Aires with publisher Editorial Grito Sagrado. In addition, he finished his fellowships with the Council on Foreign Relations and the George W. Bush Institute, and he now runs the post-conflict democracy and counter-extremism program at the U.S. Embassy Mali. His son, Simon, turned 1 in November 2013. (hirstjoel@hotmail.com)

James Lurie, MMHS'82, PhD'86, co-published an article in 2012 with Tjelflaat, T., titled "Children's Rights and the UN Convention on the Rights of the Child: Monitoring and Implementation in Norway," *Dialogue in Praxis*, Vol. 1 (14), Issue 1-2: 41-56. (jim.lurie@ntnu.no)

Bernie McCann, MA'07, PhD'11, recently published the book "Context and Decision-Making in Employee Assistance Programs," which is based on his Heller dissertation. (mccannbag@gmail.com)

Rafael Semansky, MA SID'08, PhD'10, published one of the first national studies on state Medicaid financing of community-based services for children with autism in collaboration with colleagues from his post-doctoral position at the Children's Hospital of Pennsylvania. In addition, as a senior health services researcher at Econometrica Inc., Semansky has submitted his first grant application as a new investigator to the National Institute of Mental Health. The proposal applies system dynamics and agent-based modeling simulation approaches to examine the impact that health insurance exchanges created by the Affordable Care Act have on access and quality of care for adults with serious mental illness. (Rafael_dc_05@yahoo.com)

AWARDS/HONORS/BOARDS/ GRANTS

Surendra Bhatta, MA SID'01, was awarded the "Superior Honor Group Award" in January 2013 for his contribution to advancing President Obama's Feed the Future initiative programs in Bangladesh. Bhatta is now working with USAID as a senior agriculture/agribusiness adviser in Liberia. He supports USAID missions with program design and implementation oversight of the Feed the Future Initiative programs. Earlier, Bhatta worked for USAID in a similar capacity in Afghanistan and Bangladesh. (surendrabhatta@hotmail.com)

David Macarov, PhD'68, was feted by the Hebrew University on his 95th birthday. The Macarov family announced four stipends for graduate

students in his name. Macarov was the first of the social work faculty to become a professor at the School of Social Work. He headed the group work section of the school and founded and directed a program to train community center directors. He received the Swedner Prize from the International Consortium for Social Development for contributions to social development and the Paul Baerwald Prize from the Hebrew University for contributions to teaching. He has also written 12 books, a guide for founding community centers in Russia, seven sections of an encyclopedia on social work and 40 peer-reviewed publications, as well as having spoken at more than 20 social work conferences throughout the world. (David.Macarov@mail.huji.ac.il)

Phyllis Silverman, PhD'69, was awarded the Herman Feifel Award by the International Work Group on Death, Dying and Bereavement in April 2013 for her outstanding contribution over the past 40 years to the field of thanatology (understanding of grief and bereavement). (silverman@helix.mgh.harvard.edu)

Nina Silverstein, PhD'80, is the recipient of the 2014 Hiram Friedsam Award for Mentorship from the Association for Gerontology in Higher Education (AGHE). Silverstein was chosen for her contributions to "gerontological education through excellence in mentorship to students, faculty or administrators." This award was developed to honor Professor Hiram J. Friedsam, an outstanding teacher, researcher, colleague and mentor in the field of gerontology. AGHE recognized Silverstein for her similar qualities and achievements in mentorship. She delivered the award lecture at AGHE's 40th Annual Meeting and Education Conference Feb. 27-March 2, 2014, in Denver. (Nina.silverstein@umb.edu)

BIRTHS/MARRIAGES

Francis Pem Brown, MPP'11, and Carl Michael Sciortino Jr. were married on Oct. 5, 2013, at the Old South Meeting House museum in Boston. (pem@pembrown.com)

Eriko (Atsumi) Yagi, MA SID'03, and Mitsu Yagi welcomed their baby girl Emiri (meaning wisdom and beauty) on May 30, 2013. (eriko.atsumi@gmail.com)

IN MEMORIAM

Larry M. Diamond, MA'70, passed away on Oct. 11, 2013, after a brief illness. He earned a PhD in medical sociology from Boston University and was a member of the first group to receive an MA in Near Eastern and Judaic studies from Brandeis. In the early 1980s, Diamond worked at the Heller School and was instrumental in the design and implementation of the Social HMO program — a prototype of the now widespread Medicare Advantage programs.

Rhonda (Ronny) Zinner, a Brandeis Trustee and Heller Overseer, passed away on March 18, 2014. She was a key supporter of the Shapiro Family Fellowship, which provided financial aid to Heller students pursuing careers in service to children and families. Her support extended beyond a financial commitment, as she helped students find jobs, offered career guidance and, most of all, imbued them with confidence to pursue their goals. While serving as vice chair of the Heller board of overseers, she and her husband, Michael, established the Rhonda S. and Michael J. Zinner Forum. "Ronny's hope was that the Zinner Forum would be a gathering place where scholarship, controversy and community would come together," said Dean Lynch. That hope has been realized, as the Zinner Forum is Heller's "town square."

BRANDEIS UNIVERSITY

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