

Brandeis University

Heller Alumni

FALL 2009

NEWS AND VIEWS

A magazine for the alumni of the Heller School for Social Policy and Management at Brandeis University



Heller Alumni

FALL 2009

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Q&A with Lisa Lynch, Dean of the Heller School



Lisa Lynch is dean and professor of economics at the Heller School.

As Heller celebrates its fiftieth anniversary, what things make the school special?

First, I am struck by the unique vision of its founders—Brandeis president Abram Sachar, Florence Heller, and Heller's first dean, Charles Schottland. To establish a school that would "break a barrier" in the professional training and development of a new generation of leaders in social policy fifty years ago was a risky venture.

Developing and using social-

science theory along with the most advanced quantitative and qualitative methods, scholars at Heller have been on the academic and policy frontier. Their scholarly work has redefined social policy.

Second, by design, the school has had a long tradition of advancing organizational innovation in the delivery of social services and programs.

Third, the experience and diversity of Heller students have always been unique features of the school. The first class of seventeen doctoral students included lawyers, social workers, theologians, experts on alcoholism, educators, researchers, and authorities on the problems of juvenile delinquency. The most recent graduating class of Heller students came from forty-four countries and represented even more occupations. But throughout fifty years, there has been a common commitment to the school's mission of "knowledge advancing social justice."

What are your goals for the Heller School as it enters the next decade?

My first priority is to find the means to provide more financial support for our students so that they can choose to pursue careers in government and the nonprofit sector without the ponderous yoke of financial debt around their necks. My second priority is to integrate our outstanding research scholars and scientists more fully into our educational programs. My third priority is to maintain our strength in health-care policy while at the same time strengthening our research and educational concentrations in poverty and inequality; children, youth, and families; and global health and development, as well as re-emphasizing our work in aging, an area of historical strength at Heller.

What are some key issues that will take center stage in social policy and management in the near future?

The current recession, which has been labeled by some as the Great Recession, has challenged all areas of social policy. As unemployment rates rise to levels not seen in more than twenty-five years, the need for social support



In 1961, British economist and social reformer Lord William Beveridge (right, pictured with former faculty member David French), received an honorary degree from Brandeis. The university's commitment to a global perspective is even more important now than it was fifty years ago.

from government has never been greater. But how we balance the provision of social-services support among the government, the private sector, and the not-for-profit sector is as problematic today as it was fifty years ago. Among the issues that will take center stage are the ongoing disenfranchisement of a subsector of our youth; rising inequality and persistent poverty; globalization of labor markets and the impact this has on immigration policy and trade and labor; the need to reinvent our labor-market institutions (for example, workforce training and development, social security, unemployment insurance, and health care) for an aging population; and establishing new methods to achieve sustainable international development.

Do you have any reflections on your first year as dean?

During my year at Heller, I have found that the core values identified in the initial consultant's report as crucial in the Heller School's establishment remain important today. These include intellectual curiosity; creativity; leadership; personal, professional, and scholarly discipline; flexibility; and adaptability. These are abundantly evident among our alumni, students, faculty, researchers, and staff. I am sure the founders of the school would be pleased to see all that has developed at Heller over the past fifty years. But they would be just as adamant that we must not rest on our laurels, but must continue to innovate to produce the next generation of leading scholars and practitioners in social policy and management.

TOWARD THE END OF GLOBAL POVERTY By Laurence R. Simon



Nearly two billion of the world's people, millions of them children, will be malnourished this year, partly as the result of the struggling world economy. But the chronically poor and acutely hungry are not as much affected by the economy as they are by social exclusion. There have been advances in Eastern Asia, where the United Nations Development Programme reports that the proportion of underweight children was reduced by half since 1990. Yet

half the children of Southern Asia remain underweight. And the stagnant economies of many sub-Saharan nations show little progress toward poverty reduction.

In 2000, the governments of 189 nations agreed to eight targets, called the Millennium Development Goals (MDGs), to end extreme poverty by 2015. They address hunger, universal education, gender equity, child and maternal health, HIV/AIDS, and environmental sustainability. They are embedded in global and national policies and delimited by timeline and deadline. It is estimated that the MDGs will require about \$50 billion in investment annually to meet targets, but much of this funding has not been committed.

Falling short of these goals will provide an incentive to re-examine national development policies. This will require the implementation of methods such as those we teach at Heller in the sustainable international development program. For us, development begins by defining the problem, theorizing its causation, and testing policies and programs aimed at correcting the problem. The failure to achieve the MDGs will be the cue for tens of thousands of nongovernmental organizations, scores of governments, and multilateral institutions to take a hard look at assumptions that shape development.

For instance, we may discover that tribal societies of Africa do not follow the same pattern of development as industrialized societies. It may be more crucial to reinforce village institutions and tribal leadership—despite their erosion by apartheid, corruption, and modern concepts of development—than to promote foreign investment and industrialization. Or it may be shown that in South Asia, as in Latin America, progress has been spurred by social movements concerned with human and development rights. For every Grameen Bank practicing micro-finance, there are hundreds of lesser-known activist organizations challenging barriers to inclusion. How many of these have been invited to sit at the table of the Millennium Development campaign?

Laurence Simon is professor of international development and directs Heller's sustainable international development programs.

SOCIAL POLICY AND PHILANTHROPY: CHANGES ON THE HORIZON By Andrew Hahn, PhD'78



Policy and social justice are themes the new Sillerman Center for the Advancement of Philanthropy shines a light on to advance the field of philanthropy. One concern is helping family foundations gain interest and expertise in policy change.

While family foundations support myriad direct services, there is often more reluctance to fund activities that might impact social policy. Examination

of some major barriers that inhibit family foundations from engaging in policy, advocacy, and reform will result in a paper to be published by the center this fall.

The center is closely watching the important debate concerning how such foundations monitor their own behavior and what, if

any, guidelines should be applied to this largely unaccountable sector. This topic has recently ignited with the publication of two reports. One was released by the Greenlining Institute in California and the other by a philanthropy watchdog group, the National Committee for Responsive Philanthropy. Both have put forward policy proposals that require more transparency on diversity (staff, board, grantees) and more targeting of grants toward social-justice concerns.

The reports provoked heated discussion about what social justice is and who should define it. Critics of these guidelines question whether racial or social justice quotas are being suggested.

The philanthropy field is in a tumultuous period of introspection, rich with suggestions and new ideas, in line with the current economic conditions and severe recession. Consider an independent-sector proposal for reform of the caps on the amount of tax-deductible contributions individuals can claim on their tax returns, and a suggestion to remove limits on the amount individuals can contribute tax-free to charitable nonprofits through their individual retirement accounts.

Policy debates are plentiful about and within the field. The Sillerman Center works to help Heller students reflect on the meaning of these proposals. It prepares them to join the debates

and to build a pipeline of social justice and social-policy research. Ultimately, the hope is to stimulate practical experiences that will create greater impact on social-justice philanthropy and on philanthropy that can have a broad impact by influencing social policy.

Andrew Hahn is a professor and directs Heller's Sillerman Center for the Advancement of Philanthropy.

AGING IN AMERICA

By Sarita Bhalotra, PhD'99

We now live long enough to develop age-related problems that touch on every aspect of life.



the old than on the young. Yet we still do not provide the best care, but continue to deliver care that is fragmented and uncoordinated. And despite public health-care funding for those sixty-five and older, about half of the expenditures come from private sources, exerting enormous pressures on the assets of an aging population.

The ramifications are everywhere; for example, appropriate housing becomes an important consideration as elders find themselves disabled or frail and cannot live on their own, creating a situation that grows even more dire without financial resources.

As the dependency ratio (a greater number of retired elders as compared to persons still in the work force) increases, finding both sufficient and adequately trained workers and the means to pay them is also a looming issue. And finally, we still struggle with providing our elders with the dignified death we all want.

The fiftieth anniversary of the Heller School provides a wonderful opportunity to reflect on the past and the future of aging policy.

Sarita Bhalotra is an associate professor and associate program chair of the health: science, society, and policy program and directs Heller's aging-policy program.

HEALTH-CARE REFORM ENCORE

By Michael Doonan, PhD'02

Once again the United States has an opportunity to reform its health-care system and join the rest of the industrialized world in extending health-insurance coverage to all residents. While some 47 million people are uninsured, others fear losing their coverage. Everyone feels the sting of rising health-care costs, particularly in a struggling economy.

Current reform proposals reflect the lessons of the Clintons' failed efforts. While the Clintons alienated both Congress and key interest groups, the Obama administration is doing a far better job engaging lawmakers and stakeholders, increasing the likelihood

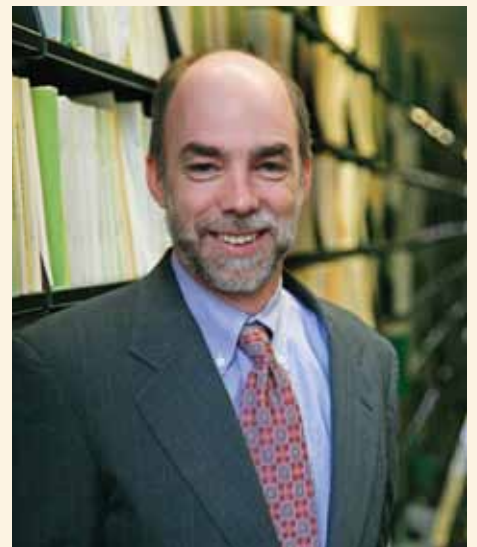
of real reform. Still, politics, as the old saw goes, is like making sausage: messy. At the end of the day, health-care reform may not be comprehensive or fully address pressing access and cost issues.

But recent statewide reform in Massachusetts demonstrates that major gains are possible. Here reform led to health-care coverage for more than 97 percent of the state's residents and jump-started critical discussions about improving the cost and quality of health care. Achieving reform nationally using the Massachusetts model would be quite an accomplishment.

Under the leadership of veteran health economist Stuart Altman, the Heller School will continue to help shape the evolving national health-care debate. While Altman testifies before Congress and meets regularly with administrative and congressional officials, faculty at Heller's Schneider Institutes for Health Policy are developing an alternative-payment system; researching a national health-insurance exchange; conducting cost-effectiveness analysis and quality improvement; and evaluating the lessons of Massachusetts reforms for the nation.

These essential building blocks of reform are critical to the success of any national health-care reform.

Michael Doonan is an assistant professor and directs Heller's master of public policy program and the Massachusetts Health Policy Forum.



Within the last hundred years, Americans have gained on average three decades of life, closing out the twentieth century with an average lifespan of seventy-seven years. Many factors account for this spectacular advance, including better standards of living and public health interventions, coupled with improved medicine and advanced medical technology.

We now live long enough to develop more degenerative and lifestyle-related illnesses, spend down more assets, and have fewer caregivers. Meanwhile, we face escalating costs for the continuum of care needed by a rapidly aging population. Indeed, the United States is the only country in the world that spends more on

HEALTH-CARE OUTLIERS OWN THE BEST-PRACTICE FRONTIER By Jon Chilingirian



In the coming years, health and human-service leaders will face two mandates. The first is simple to understand, though difficult to fulfill: offer high-quality services at low cost. The second, related to the first, is to provide the best benchmarked results.

With increasing demands for accountability, “pay for performance,” and other

incentives, performance that is merely better than average, or even superior, will soon be inadequate. Consequently, health and human-service organizations of the future will face a mandate to benchmark their performance against the “best results observed in practice,” and they will be paid according to the results they achieve.

Comparative studies of organizations reveal wide variations in innovation and performance among health and human-service organizations. Over time, the best organizations innovate and improve their services by shifting their performance frontiers far ahead of others. The other organizations then are pressured not only to sustain their performance, but also to compete and catch up with their rivals.

When confronted with these performance mandates, leaders must solve a performance puzzle—how is it that some organizations

are able to sustain performance on a best-practice frontier? And what explains the differences in operational excellence?

Today, performance and accounting measures focus on industry ratios and averages, without paying much attention to outliers, or extreme performers. Statistical analyses often ignore outliers, assuming that extreme values represent errors. Studies of performance suggest, however, that when measured correctly, outliers represent organizations that have achieved excellence or “best practice.” Consequently, performance outliers could be the most important service providers for future leaders to study and observe.

Increasing demands for greater accountability will require leaders who focus more time and attention on best-practice performance management. For starters, leaders will need tools to measure, assess, and benchmark their organization’s performance against that of similar organizations. Once leaders can measure the relative performance of their providers and organizations, they will be able to build commitment to achieve operational excellence.

Future mandates for quality and productivity will be taken more seriously as health and human services face deepening social and economic problems. Meeting the growing imperative will require a new breed of leader who can mobilize his or her organization to create value for clients, service providers, and staff; for external stakeholders; and for the organization as a whole.

Emulating, rather than ignoring, the behavior of extreme performers represents the cutting edge in performance measurement and operational excellence.

Jon Chilingirian is an associate professor of human services management in Heller’s MBA program and directs Heller’s executive education program.

BALANCING THE WEALTH BUDGET By Thomas Shapiro



Wealth-building policies have great potential to help low- and moderate-income families build assets critical for their own security and their children’s futures. Current tax policies increase inequality and do little to build assets among low-, moderate-, and many middle-income families.

During this period of historically extreme income and wealth inequality, individual wealth-

building tax policies etched into the U.S. tax code foster greater inequality rather than promote economic democracy. In 2005, the United States invested \$370 billion in individual wealth-building tax provisions. The wealthiest 1 percent of families,

earning more than \$1 million, received 45 percent of the tax benefits, while the bottom 60 percent received only 3 percent.

A big policy issue for the twenty-first century is to put the asset-building provisions of the tax code on the public policy, organizing, and political agendas to democratize opportunities. A just tax code that democratizes opportunities will enable low- and moderate-income families and families of color to build assets that provide a foundation for economic security and upward mobility.

Achieving an overhaul of tax policies will entail a national conversation about economic democracy and why it is important—something long overdue in this country.

Thomas Shapiro is the Pokross Professor of Law and Social Policy and directs the Institute on Assets and Social Policy.

IT'S TIME FOR A NATIONAL YOUTH STRATEGY By Susan Curnan



Eighty million youths between the ages of five and twenty-four live in U.S. communities. Economic insecurity, family conflict, discrimination, and social disconnection make achieving the American dream an impossible prospect for millions of these kids.

Thirty percent of students do not graduate from high school on time—a national catastrophe by any measure. For African American and Hispanic students, on-time graduation is even worse—a fifty-fifty proposition. An epidemic of antigay harassment and violence in the schools has made traditional education a risky business for lesbian and gay youth. Victimization of these groups is a significant predictor of dropping out, suicide, substance abuse, and engagement in risky behavior.

Moreover, employers report that 40 percent of students lack essential work skills, essentially sealing their fate on the bottom rung of the economic ladder. In a recent Pew Research Center report, half the U.S. adults sampled said they believe today's children will be worse off as adults than the prior generation.

Combined, these educational and workforce challenges have created the economic equivalent of a permanent national recession.

The Obama Administration and the 111th Congress should exploit the recent knowledge explosion about positive youth development, work and learning, and community service and finally create a national youth strategy. We have solutions on the ground to close the gap between what we know and what we do—and we have policy proposals that will bring them to scale. Let's establish a White House Office on Children and Youth. This office will improve coordination and streamline the hundreds of education, work, and service programs offered across twelve departments in the federal government.

Progress requires the Heller brand of policy leadership and management innovation in government, philanthropy, business, and community partnerships. Our kids are worth it!

Susan Curnan is associate professor and directs the Center for Youth and Communities.



HELLER'S 50TH ANNIVERSARY CELEBRATION

OCTOBER 16–18, 2009

SHAPING THE FUTURE
OF SOCIAL POLICY:
THE HELLER CHALLENGE



FRIDAY, OCTOBER 16, 2009

6:00 p.m. **KEYNOTE**
Marian Wright Edelman, Founder and President, Children's Defense Fund

7:00 p.m. **Reception to honor Professor David Gil**

SATURDAY, OCTOBER 17, 2009

8:30–10:00 a.m. **Past and Current Deans Panel and Breakfast**

10:15 a.m.–noon **Concurrent Workshops: Morning Sessions**
Building Assets and Communities across the Life Course

Leveraging Human Capital for Economic Recovery: A Social Justice Agenda

Living Till We Die: Social Justice in Aging

The Role of the States in Health Reform: Past Lessons and Future Hope

12:15–2:00 p.m. **Luncheon Keynote: A Better Health-Care System**
Atul Gawande, MD, General and Endocrine Surgeon at Brigham and Women's Hospital and the Dana Farber Cancer Institute; Associate Professor, Harvard Medical School

2:00–5:00 p.m. **Networking and Video Booth**
Come to the "Heller Story Booth" to record your commentary about fifty years of Heller and its impact on you (for posterity)!

2:15–4:00 p.m. **Concurrent Workshops: Afternoon Sessions**
Making Knowledge Productive: Influencing Policy and Practice through Heller Community Partnerships
Transforming the Practice of Development: A Human Rights and Capabilities Approach to Social Exclusion

Beyond Parity: The Future of Behavioral Health

Philanthropy, Social Justice, and the Recession

5:00 p.m. **Reception hosted by Heller Board of Overseers and Heller Alumni Association Board**

6:00 p.m. **50th Anniversary Gala Dinner**
SPEAKER
Jehuda Reinharz, President, Brandeis University
Come watch the 50th anniversary video, dance to Young@Heart™, the octogenarian singing group (www.youngatheartchorus.com), and view a special tribute to Senator Edward M. Kennedy.

SUNDAY, OCTOBER 18, 2009—CAREER SERVICES BREAKFAST AND WORKSHOPS

8:30 a.m. **BREAKFAST**

9:00–10:30 a.m. **CAREER NETWORKING AND CAREER-BUILDING SESSION**
Well Rounded in a Flat World: The Secret to Successful Career Development in the Global Economy

9:00 a.m.–noon **Leadership: Back to the Classroom**
If you are a management alumna or alumnus or just want to understand leadership through the case-study method, return to the classroom, where it's all about "the people."

10:30–noon **ENCORE CAREERS**
Thinking of Reinventing Yourself after a Long Career? Explore the Possibilities

TRAVELING FIRST CLASS

Bernard Olshansky, DSW'61

When the Heller School began in 1959, it had one degree program, a doctoral program, and seventeen students. Bernie Olshansky, DSW'61, was one of the seventeen. He remembers how exhilarating it was to be in the first class and how he, a person who grew up during the Depression, the first in his family to even go to college, never saw a doctoral program in his future.



"The Heller School opened new doors for me that I never knew existed; it was exciting and changed my perspective forever," he says.

Olshansky was director of the Waltham Family Service agency when he met Charles Schottland, the Massachusetts commissioner of social security. Schottland was giving a speech at the annual meeting of Olshansky's agency. During a briefing before the talk, the conversation shifted, and Schottland said to him, "You're the kind of guy I want— young, professionally experienced, with the capacity to be a leader for Heller's new doctoral program." Olshansky said no; he had a family, and going back to school didn't seem practical. But when he was offered a fellowship that compared favorably to his salary, he became one of the first admitted to the new Heller program, where Schottland had been named the founding dean.

Initially, two doctoral degrees were offered. Students most interested in the practice world could choose to earn a doctorate in social welfare (DSW), while those more theoretically oriented could opt for a PhD. Later, in the 1980s, all

degrees were renamed to PhD, but Olshansky insisted on retaining his DSW, an important reminder of the values he began with.

"We had all our classes in Woodruff Hall, a white building first used as an administration building for the university, positioned near where the Hassenfeld Conference Center now stands. I walked to that building, went home for dinner, and then came back in the evenings. We all had keys and free access," he says. Just four people from that initial class graduated with Olshansky in 1961, though others graduated in later years.

The early origins of Heller were grounded in social and public welfare, geriatrics, and health and social security. Olshansky says Schottland's government connections made the Heller School a top spot for high-ranking government officials and nonprofit executives to stop by as "celebrity" speakers. Not only did faculty members Bob Morris, Charles Schottland, and Morrie Schwartz treat students as colleagues, but so did these visitors to Heller. That collegial interaction was a special feature of the school's intellectual camaraderie, says Olshansky.

THE HELLER SCHOOL ADDS A MASTER'S PROGRAM—1977

A tribute to Phyllis Busansky, MMHS'78, graduate of the program's first class



Thomas Glynn III, MSW'72, PhD'77, was still a Heller student when he conceived of the notion of adding a master's program to the Heller School. Working with Heller professor Leonard Hausman, he enlisted faculty support to fill an anticipated need to educate midlevel government

managers for new challenges arising from policy shifts that called for substantially more contracted services.

"The faculty wasn't easily convinced that the Heller School should add a master's program," recalls Professor Barry Friedman, who was on the faculty at the time. "But after a struggle it was adopted, and the new dean, Stuart Altman, had it as one of his first initiatives to implement."

The 1970s was a time when public policy shifted the management of social programs from government to nonprofits and community organizations. There was a need for new skills within government to manage its contracts and in nonprofits to run the programs. The Heller School wanted to be on the cutting edge in preparing for this new environment. Heller's new master's program attracted managers from government as well as from the nonprofit sector. Hausman headed the program, and Gordon Chase was recruited as a star professor in the new master in management of human services (MMHS) program. Interested in the effective management of government programs, Chase didn't buy the prevailing notion that public programs just don't work. He was pretty sure they could work if they were run well by skillful managers. Chase mesmerized all of his students, especially Phyllis Busansky, MMHS'78.

Busansky exemplified this new breed of managers. She dedicated her whole life to public service, beginning by managing a group home for teenage runaways. After working as the first dean of students at South Florida's Upward Bound program, she became director of aging services in Hillsborough County, Florida. Later, as executive director of Florida's Welfare to Work program, she oversaw one of the nation's most innovative welfare-reform programs, realizing caseload declines that placed Florida first among major states and resulted in cost savings of more than \$500 million. She was named Public Official of the Year by *Governing* magazine in 1995.

In an unsuccessful 2006 campaign, she became the first Heller graduate to run for Congress, and many Heller alumni

and faculty enthusiastically supported her effort. Busansky never stopped; last November, she was elected Hillsborough County's supervisor of elections.

Claudia Jacobs '70, former director of alumni relations at Heller, visited Busansky in Tampa. She recalls happily tagging along after Busansky while the consummate politician and community activist spoke to everyone she passed. "We went to a Cuban restaurant," says Jacobs, "and we could barely eat because we were constantly mobbed by community members saying hello. Phyllis always asked specifically about their relatives or spouses as well as engaging with them about community issues. She had an energy about her that attracted people to her orbit."

Busansky was a featured speaker on the managers' panel at the Heller School's forty-fifth anniversary celebration, in 1999. Her presentation—warm, humorous, and personal—will be forever remembered. She was an energetic, vibrant star of the first master's class at Heller and a consistent supporter. She passed away in her sleep while at an election supervisors' conference on June 23, 2009, at age seventy-two. She will be missed always, but especially at Heller's fiftieth anniversary celebration in October 2009.

WISH I COULD DO IT ALL OVER AGAIN...

Toni Gustus, MBA'99

Toni Gustus, MBA'99, reminisces about being in the first Heller MBA class—which, she says, "pioneered" the program. "The faculty were so open to our suggestions and interested in our experience," says Gustus, now director of purchase of services at the Massachusetts Department of Public Health. But she acknowledges something great about being in the classes that followed as well. She says that the concentrations on assets and sustainable development, added since she graduated, appeal to broader interests.

Gustus kept up with the growth of the Heller MBA as a member of the Heller



Alumni Association board, and as a board member she donned a hard hat at the beam-raising ceremony for the new Heller School building.

"I remember the old building and the Heller lounge where many presentations took place. It was intimate—you couldn't go very far—but it was also limiting. I love the new building. With its long open halls and light, free feeling, you know there is some great architecture behind it."

Gustus also admires the distinctive approach MBA Program Director Jody Gittell has brought to Heller. And new courses on subjects like fundraising are important in the nonprofit world, she says.

"When I came to Heller, I had investigated traditional business schools, but the case studies and material didn't appeal to me. The Heller School curriculum offered exactly the business skills I was looking for, but in a human-service context that remains the core of the Heller MBA."

She recalls with fondness her capstone experience, in which she and her classmates formed a consulting team to analyze medical errors at Massachusetts General Hospital. Amazed by how deep an insider's perspective was afforded to students, as well as by the fact that MGH staff took her team's recommendations seriously, Gustus says that this type of learning is essential. "It was a whole education in itself," she notes.

Gustus advises today's students to learn everything they can and to not dismiss anything. "Never underestimate what you are learning; it will come into play in your career," she says. "Just the other day, I was reflecting on something I had picked up in my organizational management class. Ten years later, I would go back to Heller and do it over again."

A BOLD AND CONTROVERSIAL IDEA

By Robert Perlman, PhD'61

The room was filled with an air of eager expectation as seventeen of us, all experienced social workers, met as the first class of the Heller School in fall 1959. We savored the moment, for we felt keenly that this was the beginning of a bold new venture in the training of professionals as leaders, policy experts, and researchers for a wide range of health and welfare organizations. As a group of graduate students we were an odd lot, most of us in our thirties and forties with families.

We did not know what had gone on during two years of earnest discussions at Brandeis University about this initiative. It was clear, however, that Abram Sachar, then president of Brandeis, was the prime mover behind this development.

For many years, most professionals heading up social agencies and programs were graduates of schools of social work, had come up through the ranks, and learned how to manage agencies through on-the-job experience. By the mid-1950s, there was a growing interest in upgrading this training. The key question was how to do it. Very early on, three competing visions of how to move forward came to the surface.

One school of thought held that the existing system should be improved but not drastically altered. This point of view reflected the experience of lay leaders who had served on the boards of not-for-profit social agencies. Among them was Florence Heller, a leader in the Jewish community both in Chicago and

nationally and the source of a generous offer of financial support for the new venture.

The second view was flat opposition to the whole idea. This included some members of the Brandeis faculty who argued that there was no recognized body of knowledge to constitute a respectable curriculum and that, in any case, Brandeis should not open a school for training professionals in any field but should remain a small arts and sciences university. They were joined by experts in health and welfare, such as Isidore Lubin, the U.S. commissioner of labor statistics.

In his response to the outright rejection of the concept of a new school, Sachar insisted that launching such a program would demonstrate that Brandeis was committed to an active role in serving American society. There was, he said, a crying need for well-trained people to develop policies to meet the formidable array of social problems that burgeoned after World War II.

A third vision was strongly advocated by Charles Schottland, U.S. commissioner of social security. In a sharp break with the past, he pressed for the invention of a new kind of training. He advocated moving out of the orbit of social work and into the much broader field of health and welfare, which was fast becoming an important function of federal, state, and local governments. With this shift he envisioned a basic change in curriculum in which the social sciences—notably political science, economics, and sociology—would replace traditional social work content.

The Brandeis board of trustees agreed to the establishment of a new school, but the vision of its mission that ultimately prevailed was primarily the result of the practical steps that President Sachar and Charles Schottland, who had been chosen to be the dean of the school, took to open its doors in 1959.

DIVERSITY, A MEMORABLE FEATURE OF SID PROGRAM

Cedric M. Shuster, MA'99



Cedric M. Shuster, a member of the first class in Heller's Sustainable International Development Program (SID), is the director of Pacific Environmental Consultants, Ltd., in American Samoa. Here, he talks with Heller Alumni News and Views about his experiences.

What special memories do you have of being in the first Heller SID graduating class?

The special memories for me relate to the students I encountered during the program from different countries, religions, and backgrounds. The diversity of students, the bonds we formed, and the lecturers we heard create a lasting memory for me.

Do you have any reflections on the SID program as it developed?

I often think about how I still maintain relationships with several of my classmates despite being on different continents. I have also had the privilege of meeting in other forums with SID students who graduated after me, so it appears to me from afar that the program is going strong.

How did the knowledge and skills gained at Heller help you in your career?

The relationships and skills gained from SID have certainly been useful in my career in terms of improving relationships with and understanding of other countries and regions. The program has also made me understand more about the underlying causes of problems that we face in the Pacific and also how I am able to assist in other regions.

What kinds of academic experiences do you use every day?

One of the issues I have confronted more than others from SID is the concept of environmental economics. This can help demonstrate the benefits of saving our planet even to nonenvironmentalists.

What influenced you most during your time at Heller?

I think all the visiting lecturers and the full-time professors had some level of influence on me. But most memorable and exciting was the opportunity to hear folks from other parts of the world engaged in international-development work speak from their experiences.

What types of issues should Heller tackle as it moves forward to confront social justice and prepare students for the world we find ourselves in today?

Continue to bring in practitioners who have lived through different struggles for social justice. This puts the type of work that graduates will be faced with into perspective.

What advice would you give to the Heller students of today or tomorrow?

Utilize the networks one finds at school when you go out into the working world.

Above, Cedric Shuster, MA'99, with his wife, Suzie, and youngest child, Jonathan

UNEXPECTED LESSONS

By Sarah K. Emond, MPP'09

The greatest part of being in Heller's first graduating MPP class is getting to know the people, from the passionate professors and dedicated staff to the inquisitive and diverse students. Though my fellow MPP students all came to Heller to learn more about making an impact through policy, our interests ranged from early-childhood education to international development to immigration, philanthropy, and health-care reform. I have no doubt that my classmates, armed with the skills and knowledge obtained at Heller, will be future leaders in public policy here in Massachusetts, in Washington, D.C., across the nation, and across the globe. It was important for us, as members of the inaugural class, to leave our mark, and we did so by establishing the MPP Student Association and an idea for a Heller policy publication. But the real legacy of the MPP program will be the unique opportunity that graduate study at Heller offers future students to grow as people, citizens, and leaders.

I came to Heller after several years in the for-profit business world. When I first arrived at Heller, my favorite question to ask during class discussions was "How are you going to pay for that?" I believed every decision, every policy impact, had to be quantified. Then one day I stopped asking that question as the reality of implementing social policies for social justice hit me. It's about so much more than the economic impact. It's about helping vulnerable populations; it's about leveling the playing field for all citizens; it's about helping disenfranchised and underserved communities participate in the American experience. These were the most unexpected lessons of my graduate experience, but also the most important.

THE RIGHT STUFF

Marwa Farag, MS'05



When Marwa Farag, MS'05, began attending Heller's master of science in international health policy and management program, she looked around and saw people from countries she had never heard of. But soon her classmates didn't look strange to each other and enjoyed learning about the different foods and customs each had. Hailing from Vietnam, Mongolia, China, Egypt, the United States, and Kazakhstan, they came together for the common purpose of improving health conditions.

Today, Farag, who comes from Egypt, knows that wherever she goes in the world she'll be fine.

Now in the doctoral program at Heller, she says her experience at Heller has been life changing, and she doesn't know if she can ever leave.

There were days when Farag might have felt that the MS program was too much work—but, on reflection, she says the faculty taught her all "the right stuff." She gained quantitative skills; acquired policy, application, and analytical tools; and learned by doing.

"When I first came to Heller, I was very cynical. I had the attitude that nothing really works. Now I'm more like Obama; I realize change is incremental, and things can work," she says. "Because we were the first class, we had periodic feedback meetings with the program directors, especially about the amount of work. As a teaching assistant for subsequent classes who also complain of large amounts of work, I tell them they should only know from a lot of work!"

Farag says her classmates sometimes slept at school, taking turns to wake each other for class. "We'd come in groggy to hand in exams and papers, sometimes in our pajamas. Napping in the library and studying until all hours characterized our time and bonded us as a class," she notes.

Farag remembers going out to celebrate when a particular exam was handed in. She recalls one student from Mongolia who treated classmates to a special kind of Mongolian wine customarily drunk during times of celebration.

"What was really special is that, although we came to a United States-based graduate school, there was never the assumption that we had to adopt and transport U.S. health-policy solutions to our own countries. In fact, the richness of the different countries' perspectives taught us that health policy can be approached from many different angles."

Farag feels that being at Heller is a privilege and students should never underestimate what they are learning. She advises people to take advantage of the rich diversity, no matter what program they are in.

"When you visit a country as a tourist, you always miss that richness," she says. "At Heller, that richness, in an authentic way, is right here for the taking."

Thank You to Heller Alumni Donors

The Heller School appreciates all alumni donations. This honor roll specifically recognizes gifts of \$100 or more made by Heller alumni between July 1, 2008, and June 30, 2009. Heller Alumni Annual Fund and Heller Fellowship Fund gifts support master's and doctoral students through scholarships; provide special grants to help them complete dissertations, defray the cost of required texts, and attend professional meetings; and help to finance student projects such as the Heller Alternative Spring Break.

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Only Heller alumni are listed, but others, including Brandeis undergraduate alumni and staff, also donated generously to these funds. 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.

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For more information, please contact the Heller Office of Development and Alumni Relations at 781-736-3808 or visit heller.brandeis.edu, where you can also make a gift online.

New Jobs/Degrees/Directions

Deana Becker, MA'04, completed her first year in the MBA program at Babson College. Back in the Boston area after four years in California, she would love to see SID friends (deanabecker@gmail.com).

Elizabeth-Rebecca (Reeves) Bishop, MMHS'93, has started a Catholic Worker Farm in Montana with her husband. They are trying to raise awareness in the state of Montana of Catholic Worker ideas and social justice concerns. To learn more about what they do, visit www.catholicworker.org, go to "directory" and click MT for Montana (errb333@hotmail.com).

Brenda Bond, PhD'06, began a new position in 2007 as assistant professor in the public management department of the Sawyer Business School at Suffolk University in Boston. Bond was the principal investigator (PI) on two comprehensive action research grants that focused on evaluation of comprehensive youth violence prevention strategies. She also serves as PI on a grant to explore the application of private-sector research and development practices in police agencies (bbond@suffolk.edu).

Ruth Brandwein, PhD'78, returned from a month in Ethiopia, where she was invited to teach a doctoral seminar on social-policy analysis at the Addis Ababa University School of Social Work. She is also vice president of the board of the Suffolk County Coalition Against Domestic Violence (rbrand24@aol.com).

David G. Brody, MM'99, is the director of business operations at FIRST 5 Santa Clara County, an independent county commission that distributes some \$30 million per year to health and human-service programs for children five years old and younger and their families. See www.first5kids.org. He is also the proud father of two girls, ages one and four (dgbrody@yahoo.com).

Kevin Corbin, MA'05, continues as deputy chief of party, managing technical programs for Education Development Center's USAID-funded \$60 million education project in the Philippines. And he surfs often (saveourocean@yahoo.com).

Wayne L. Dorris, PhD'82, after completing his responsibilities in the U.S. Air Force, set up a graduate training program in psychosocial oncology at M. D. Anderson Cancer Center in Houston. Since 1991, he has worked in organization development consulting (leadership development and performance management), primarily for the energy industry in Houston. He is currently working around the United States, Canada, and Shanghai, China. He is married to a still active and very successful geneticist, and he has four children and six grandchildren (wayne@people-people.net).

Anne Douglass, PhD'09, began a new job in September at the Graduate College of Education at University of Massachusetts, Boston, as assistant professor on a tenure track. She also will direct the new bachelor's degree program in Early Care and Education in Inclusive Settings at UMass, Boston (douglass@brandeis.edu).

Deborah Ann Gray, MBA'05, is working as a statistician at Massachusetts General Hospital. Last year she received an MS degree in gerontology at the University of Massachusetts, Boston, and she currently is a doctoral candidate in the UMass gerontology program (deborahagray@comcast.net).

Ann L. Hartstein, MMHS'83, was appointed secretary of the Massachusetts Executive Office of Elder Affairs by Governor Deval Patrick. She took office on July 1, 2009 (ahartstein@maoamass.org).

Romana Hasnain-Wynia, PhD'96, left her position as vice president for research at the Health Research and Educational Trust, the research and educational affiliate of the American Hospital Association, in January 2008 after ten years. In February 2008, she joined Northwestern University's Feinberg School of Medicine as associate professor and director of the Center for Healthcare Equity. She continues to lead research projects in health-care disparities, quality of care, and the health-care safety net. She's also a member of the Institute of Medicine Committee, Standardized Collection of Race-Ethnicity Data for Healthcare Quality Improvement, and a senior associate editor for the journal *Health Services Research* (r-hasnainwynia@northwestern.edu).

Erin Yale Horwitz, MM'98, is director of clinical development at the Medical College of Wisconsin. She lives near the college with her husband, Adam, and two daughters, Abigail and Amelia (erinyale@yahoo.com).

Watsala Jayamanna, MA'08, started as the training coordinator for the urban disaster risk management team of the Asian Disaster Preparedness Center in Bangkok, Thailand, after receiving an MA (watsala@adpc.net).

Melissa Ekin Kizildemir, MA'07, received a master of liberal arts in management degree from Harvard University, where she won the Derek Bok Public Service Prize. The award is given annually to Harvard Extension School graduates who, while pursuing academic studies and professional careers, also gave generously of their time and skill to improve the quality of life of others. She served with Bridges of Hope, a nonprofit that focuses on raising funds to improve the education of low-income Turkish families (melissakizildemir@gmail.com).

Amy Klotz, MM'00, MA'01, recently completed the second year of her three-year term as president of the Simmons College Alumnae/i Association

Executive Board. The highlight of her year was presenting an award to journalist Gwen Ifill at the Simmons commencement. Klotz's experience on the Heller School Alumni Association Board has helped her in her volunteer position at Simmons (amyklotz@earthlink.net).

Michael Levine, PhD'85, founded the Joan Ganz Cooney Center, a new research and policy center at Sesame Workshop. The center focuses on finding new ways—using research, model development, and public-private investment strategies—to accelerate children's learning through the integration of powerful new digital technologies. He and his wife, Joni-Sue, MJC'83, have three children: Sam, twenty-one; Zach, eighteen; and Sarah, fifteen. Sam recently graduated from Cornell University (Michael.Levine@sesameworkshop.org).

Dr. Everett Lilly, PhD'97, is director of the social work program at Mountain State University in Beckley, West Virginia. The social work program primarily serves first-generation college students from the southern mountains. Lilly also leads a traditional music group, the Songcatchers, which works to promote and preserve the mountain culture of the region (evrlilly@mountainstate.edu).

Hammad Masood, MA'07, is working for UNICEF as the planning, monitoring, and evaluation specialist in the Philippines (hmasood@unicef.org).

Elizabeth McDonald, PhD'05, is vice president of performance and outcomes at the Home for Little Wanderers, the oldest child-welfare agency in the nation. McDonald most recently served as chief research officer for the National Foundation for Teaching Entrepreneurship, an international nonprofit focused on providing entrepreneurship education to youths living in low-income communities (emcd9@aol.com).

Vincent Mor, PhD'79, was appointed the Florence Pirce Grant University Professor of Community Health by the Brown University Corporation (Vincent_Mor@brown.edu).

Deborah Anne Potter, PhD'07, is assistant professor in the Department of Sociology at the University of Louisville. She will be teaching medical sociology (deborah.potter@louisville.edu).

David Segal '78, MMHS'83, is the chief operating officer at Neighborhood Health Plan in Boston. He lives in the Boston area with his wife, Wendy, and three-year-old son, Jacob (ws.segal@yahoo.com).

Linda Silver, PhD'77, is director of talent management and organizational effectiveness at the Federal Reserve Bank of Boston (Linda.Silver@bos.frb.org).

Shelley A. Steenrod, PhD'99, was promoted to associate professor and elected chair of the School of Social Work at Salem State College in Massachusetts (ssteenrod@salemstate.edu).

Fernando Torres-Gil, MSW'72, PhD'76, will step down from his administrative duties as acting dean and associate dean at the University of California at Los Angeles School of Public Affairs to enjoy a long-awaited sabbatical, from which he will return as a professor of social welfare and public policy. He continues to direct the UCLA Center on Policy Research on Aging. He served on President Obama's Department of Health and Human Services transition team, providing consultation on aging and long-term care services, and was invited to attend Obama's Fiscal Responsibility Summit in March. He serves on a variety of boards and commissions, including the AARP Foundation, the California Endowment, and the Los Angeles Airport Commission (torres@spa.ucla.edu).

Michael Trisolini, PhD'01, was appointed director of the Health Care Quality and Outcomes Program at Research Triangle Institute (RTI) in 2008. He directs a staff of twenty researchers working in the RTI offices in Waltham, Massachusetts; North Carolina; Washington, D.C.; and Illinois (mtrisolini@rti.org).

Ghenet Weldeslassie, MA'99, received a PhD in social welfare policy and research from the School of Social Welfare at Stony Brook University. In April, she accepted the position of policy and planning coordinator for the Medicaid Programs and Initiatives at the School of Medicine at Stony Brook. (gsllassie@yahoo.com).

James P. Wirth, MA'06, is working as a senior associate for the Global Alliance for Improved Nutrition in Geneva, Switzerland (jpwirth@gmail.com).

Joseph M. Wronka, PhD'92, was appointed permanent representative to the United Nations in Geneva for the International Association of Schools of Social Work. See www.humanrightsculture.org (jwronka@spfldcol.edu).

Panagiotis Xenos, MS'06, has begun the PhD program at the University of Piraeus, Greece, concentrating in health economics with Professor Miltiadis Nektarios. His thesis is titled "Efficiency and Capacity of the Greek Health System" (panosonex@hotmail.com).

Jessica Zander, MMHS'94, has been working since fall 2007 as the chief financial officer of the Conservation Law Foundation, an advocacy organization dedicated to protecting New England's environment (jesszander12@yahoo.com).

Publications

Brenda Bond, PhD'06, cowrote multiple articles, including "Achieving Continuity in the Face of Change in Community-University Partnerships," in *Gateways: International Journal of Community Research and Engagement*; "Policing Crime and Disorder Hot Spots: A Randomized Controlled Trial," in *Criminology*; and "The Strategic Prevention of Gun Violence Among Gang-Involved Offenders" in *Justice*

Quarterly. She also wrote a chapter titled "Community Perceptions of Police Crime-Prevention Efforts: Using Interviews in Small Areas to Evaluate Crime Reduction Strategies" in *Evaluating Crime Reduction*, published by Criminal Justice Press. In addition, she was quoted in a recent *Boston Globe* article titled "Breakthrough on 'Broken Windows'" and in the *Christian Science Monitor* in March regarding the application of broken-windows theory to crime in Rio de Janeiro (bbond@suffolk.edu).

Deborah Ann Gray, MBA'05, coauthored an article in 2008 titled "Building Primary Care Practitioners' Attitudes and Confidence in Mental Health Skills in Post-Conflict Bosnia and Herzegovina." It appeared in the *International Journal of Culture and Mental Health* (deborahagray@comcast.net).

Diane Feeney Mahoney, PhD'89, cowrote, with E. L. Mahoney and E. Liss, an article titled "AT EASE: Automated Technology for Elder Assessment, Safety, and Environmental Monitoring," which was published in the journal *Gerontechnology* this year (dmahoney@mghihp.edu).

Leslie A. Mandel, PhD'07, published an article, "Taking the 'Guest' Work Out of School-Health Interagency Partnerships," in *Public Health Reports* in 2008 (lednam39@aol.com).

Rafael Semansky, MA'08, is evaluating the impact of public-sector reform in New Mexico on behavioral health services. His paper on cultural competency practices in New Mexico appeared online in the April issue of *Administration and Policy in Mental Health and Mental Health Services Research*. He moved back to Washington, D.C., and is working diligently on his dissertation, examining the trends in access to treatment of pediatric mood disorders in Tennessee and Mississippi (rsemansk@brandeis.edu).

Phyllis Rolfe Silverman, PhD'69, published a book with Madelyn Kelly called *A Parent's Guide to Raising Grieving Children: Rebuilding Your Family after the Death of a Loved One*. It was released by Oxford University Press this year (smpr2@brandeis.edu).

Fernando Torres-Gil, MSW'72, PhD'76, coedited a journal volume on "Immigration in an Aging Society" and published a two-volume coedited book in 2007 titled *Lessons from Three Nations: The Art of Aging Well*. The book examined issues of aging and diversity in Israel, Australia, and the United States (torres@spa.ucla.edu).

Awards/Honors/Boards/Grants

Thomas Glynn, MSW'72, PhD'77, completed his term as chair of the Heller Board of Overseers in 2009. He remains a member of the overseers and serves on the board of trustees at Brandeis, where he chairs the academic affairs committee. Glynn has served as chief operating officer at Partners HealthCare in Boston since 1996.

Deborah Ann Gray, MBA'05, is a member of Sigma Phi Omega Honor Society and received multiple awards over the past year, including the Massachusetts Gerontology Association, First Place Student Paper Competition, 2009; Sigma Phi Omega, President's Award Honorable Mention, 2009; Margaret Clark Award, Graduate Student Honorable Mention, 2008; and Professional Development Grant, Graduate Student Assembly, University of Massachusetts, Boston, 2008 and 2009. She served as president of Sigma Phi Omega, National Gerontological Honor Society, Gamma Upsilon Chapter, for 2008–09 and is currently treasurer for 2009–10. She was the Massachusetts Gerontology Student Association treasurer for 2008–09 (deborahagray@comcast.net).

M. C. "Terry" Hokenstad, PhD'69, was chosen as the 2009 Gerontology Educator of the Year by the Ohio Association of Gerontology and Education. He also received the Career Achievement Award from the Association for Gerontological Education in Social Work (mch2@case.edu or terry.hokenstad@case.edu).

Diane Feeney Mahoney, PhD'89, has been named a 2009 fellow in the American Academy of Nursing (AAN). The AAN comprises many of the nation's top nursing executives, policymakers, scholars, researchers, and practitioners. Nominees are selected for having made

significant contributions to nursing and health care. She will be inducted at AAN's November annual meeting and conference in Atlanta, Georgia (dmahoney@mghihp.edu).

Meghan Trombly, MA'06, was selected by the Massachusetts Nonprofit Network for the Young Professional Award. More than one hundred nominations were submitted in seven award categories that recognize excellence in "advocacy and governance to innovation and leadership" (massnonprofit.org). She works for Strong Women, Strong Girls (mtrombly@swsg.org).

Roberta Ward Walsh, PhD'89, was granted emeritus status at Florida Gulf Coast University in Fort Myers, where she served on the faculty. She was recognized for "exemplary support of public affairs education...[and] a distinguished record of accomplishment both as an academic and...public servant." While attending Heller, she commuted from the University of Vermont, where she held a full-time assistant professor position (rwalsh@fgcu.edu).

Births/Marriages

Yan Huang, MS'08, was married in



Bloomington, Indiana, and gave birth to a daughter, Crystal, on October 26, 2008 (faithhuang1983@aol.com).

Javed Iqbal, MA'08, and his wife,



Sohair, welcomed a daughter, Mishal Khan, on April 9, 2009 (dagiwal@hotmail.com).

Watsala Jayamanna, MA'08, met her

husband, Arvind Kumar, while working for the Asian Disaster Preparedness Center. They were married on July 1 (watsala@adpc.net).



Elizabeth M. Petheo, MA'06, married Andrew Kent on February 14, in Washington, D.C. Petheo is working with the World Bank. The couple met while working in Sri Lanka (empetheo@yahoo.com).

Faculty/Staff Notes

Professor Emerita **Janet Z. Giele**, who retired in 2004, saw her last two Heller PhD students, **Judy Carson, PhD'09**, and **Jema Turk, PhD'09**, graduate this spring. Giele's latest book, *The Craft of Life Course Research*, coedited with Glen Elder, published this summer by Guilford Press, contains her chapter on "Life Stories to Understand Diversity by Class, Race, and Gender." She is writing a textbook, *American Family Policy and the Public Interest*, to be published by Allyn and Bacon. During the coming year she will be teaching the Dissertation Workshop for the Graduate Consortium of Women's Studies based at the Massachusetts Institute of Technology (giele1@brandeis.edu).

Professor **David G. Gil** wrote the essay "Social Development as Sustainable Social Justice," published in May in the *Taiwanese Journal of Social Welfare*. The editor of the journal is Heller alumna **Kuo-yu (Lisa) Wang, PhD'91**. On June 5, Gil was the "centennial speaker" for a conference at the University of Pennsylvania's School of Social Policy and Practice, of which he is an alumnus (gil@brandeis.edu, sowkyw@ccunix.ccu.edu.tw).

In March, **Dominic Hodgkin**, associate professor, the Heller School; **Cindy Parks Thomas, PhD'00**, associate research professor, the Heller School; **Linda Simoni-Wastila, PhD'93**, professor, University of Maryland, Baltimore, School of Pharmacy; **Grant Ritter**, senior scientist, the Heller School; and **Sue Lee**, senior programmer, the Heller School, were all presented an Excellence Award by the *International Journal of Mental Health Policy and Economics* for their paper titled "The Effect of a Three-Tier

Formulary on Antidepressant Utilization and Expenditures."

Laurie Nsiah-Jefferson '80, PhD'06, was appointed senior fellow of the National Center for Health Behavioral Change in the Urban Medical Institute at Morgan State University in Baltimore. From 2009 to 2010, she will be participating in a research clerkship with the University of Pittsburgh School of Public Health's Center for Minority Health (CMH) with Steven Thomas, Phillip Hallen Professor of Social Justice. The mission of CMH is to improve the health and well-being of racial and ethnic minority populations by eliminating health disparities. She also serves as a consultant to the Joint Center for Political and Economic Studies and the National Center for Health Behavioral Change, whose mission is to modify and update new policies that will advance the integration of quality adjunct programs that improve prevention and services for HIV-affected parents and families (nsiahkwa@aol.com).

Robert and Ann Seidman, adjunct professors in the Heller School's master's program in sustainable international development, helped create a draft resource book with others, including Heller alumni **Abel Mote, MA'09**, and **Carolyn Ndule Musyimi, MA'08**. The authors hope the document will become the basis for an East African workshop sponsored by the Nairobi office of the United Nations Department of Economic and Social Affairs, the East African Legislative Assembly, and the chief legal counsel of the Ugandan parliament (aseidman@bu.edu).

In Memoriam

Phyllis Busansky, MMHS'78, passed away on June 23, at age seventy-two. Busansky lived in Tampa, Florida, and leaves her husband, Sheldon; three children, Alex, Edward, and Rebecca; their spouses, Jennifer, Stefani, and Jonah; and nine grandchildren.

William A. West, PhD'89, passed away on June 19.

Heller Alumni

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