

BLUEPRINT

WINTER 2017

FOR TUFTS UNIVERSITY



Game Changer

Alumnus Doug Rachlin names new athletics field in honor of the professor who shaped the careers of many students

The Importance of Place



ALONZO NICHOLS

Our students learn in many different spaces and places. The classic ones—classrooms, laboratories and libraries—foster their critical-thinking and problem-solving abilities. But here at Tufts, we also think about the acquisition of knowledge in a much broader context. We know students make important discoveries about themselves and the world around them

in any number of places and through a variety of experiences. As an institution we are committed to providing them with first-rate facilities so they can be successful in whatever they choose to do.

The studios and exhibition venues at the School of the Museum of Fine Art at Tufts are spaces where they create, study and appreciate art. Our health sciences students use clinical simulation facilities to practice caring for human and animal patients. Others learn to express themselves in our performance halls and music practice rooms. Off-campus, students in every discipline explore future career paths and gain real-world skills through fieldwork and internships.

Learning also takes place when students play. More than 1,000 Tufts undergraduates are on a varsity sports team; another 600-plus are involved in club sports. On our fields and courts, in the pool and on the track, they learn lessons that will serve them well for a lifetime—the importance of teamwork, goal-setting, drive and determination, and how to win, and lose, with grace and humility.

A plaque in the Carzo Cage in Cousens Gym affirms the importance of athletics to the collegiate experience. It says, in part, that some of life’s “most valuable lessons are imparted through the simple act of learning to play together.”

In this issue of *Blueprint*, we acknowledge a group of donors, led by alumnus Doug Rachlin, whose generosity enabled us to build a new synthetic turf venue for the field hockey program. The state-of-the-art field also provides additional practice space for club and recreational sports as well as youth teams in neighboring communities. In a gesture

that is distinctly Brown and Blue, the field is named for the beloved and revered Tufts economist Daniel Ounjian, who had a profound influence on legions of students during his three-decade-plus career.

The dedication of a sports venue to an accomplished scholar is a testament to the fact that Tufts gets intercollegiate athletics right. As an NCAA Division III school, we do not award athletic scholarships. It’s all about balance. We proudly celebrate our students as scholars *and* athletes—they are stars in the classroom and on the field. They represent what is best about Tufts.

Also in these pages you’ll read about others who share and support our ambitious vision for a 21st-century university—one that supports exceptional students and faculty and promotes a culture in which no challenge is too big to take on, from malnutrition in Africa to the U.S. health-care system. I celebrate all of you who are committed to making Tufts a game changer in the world.

ANTHONY P. MONACO
President, Tufts University

BLUEPRINT

FOR TUFTS UNIVERSITY

Chairman, Board of Trustees
Peter Dolan, A78, A08P
President
Anthony P. Monaco

Provost & Senior Vice President
David R. Harris
Senior Vice President for University Advancement
Eric Johnson

University Relations
Tufts University, 80 George St.
Medford, MA 02155 USA
617.627.3200 • giving@tufts.edu

Published by Tufts Editorial Group. Monica Jimenez, editor; Margot Grisar, design director.



MATTHEW HEALEY

Lisa Vouras with her parents, Dena and Peter Vouras, D55. The endowed prize fund she established to honor her dad, she said, will continue his legacy.

Dental

Passing the Torch

Lisa Vouras, D89, honors the father she followed into dentistry by establishing a student prize fund in his name **BY DIVYA AMLADI**

FOR FATHER'S DAY, Lisa Vouras, D89, wanted to let her dad know just how important he has been in her life. Their relationship is as much mentor and mentee as it is father and daughter—she grew up in the dental practice Peter Vouras, D55, ran for nearly 40 years.

“What do you get someone who gave you life, your education, and in whose footsteps you followed?” said Vouras. The gift, she decided, needed to symbolize that passing of the torch from one generation to the next.

On Father's Day last year, Vouras gave her dad a framed certificate commemorating the Peter Vouras Jr., D.M.D., D55, Endowed Senior Prize for Excellence in General Dentistry, which she established at Tufts School of Dental Medicine in his honor. It brought him to tears.

The annual award will go to a graduating D.M.D. student who has demonstrated exceptional proficiency in general dentistry. “When he realized the meaning behind the gift, he was very touched,” said Lisa, who described her father as a humble, unassuming man.

Peter Vouras was just 13 when he left a small village outside of Sparta, Greece, to come to the United States. Right out of high school, he joined the military to serve in World War II. The GI Bill helped pay for college and dental school. After graduating from Tufts, he opened his practice in Meriden, Connecticut—only to see his dreams and his office go up in flames in a freak fire six months later.

He remained undeterred in building a good life for his family. He and his wife, Dena, salvaged some instruments from the rubble and rebuilt the office in record time. His practice flourished.

“He is very much a people person and enjoyed interacting with patients,” said Lisa. “There was a lot of levity. He made everybody feel like they weren't at the dentist.” Growing up, she liked being in the office, too. “He would set up a Bunsen burner for

me, and I would play with the dental wax.”

She started working in her father's office when she was in high school, helping out with the billing. Later, when she was toying with the idea of going into “the family business,” she trained as a dental hygienist to determine whether she had the skills to cut it as a dentist; she spent two summers as the hygienist in his office before applying to Tufts.

“Picking Tufts was a no-brainer,” Vouras said. “My father loved showing me around the school when we came to Boston for reunions and dental conferences.”

She's modeled her career after his—he practiced for more than 40 years at the same office in Connecticut; she's owned her general dentistry practice in Reading, Massachusetts, for 20 years. She's followed her father into professional advocacy work, having served as a trustee of the Massachusetts Dental Society and as general chair of the Yankee Dental Congress, among other roles. She's a member of the board of advisors to Tufts School of Dental Medicine and is a former president of the Tufts University Dental Alumni Association.

The Peter Vouras prize fund is part of the tradition. “This gift is dentist to dentist, from one professional to another,” said Lisa Vouras. “It's going to go on in perpetuity, so my father's legacy will continue on.”

She wants the gift to serve another purpose, too: “I hope that the recipient is inspired to pass on a love for dentistry to the next generation, especially at Tufts.” ■

Global Broadcasters

New media studio helps Fletcher School experts shape the conversation about 21st-century challenges **BY HEATHER STEPHENSON**

BREAKING NEWS MOVES fast, so if TV reporters can't get an expert on camera quickly, they'll find someone else.

That used to put the Fletcher School at a disadvantage. But thanks to a new media studio in the school's Ginn Library, professors who once had to travel to TV studios in the Greater Boston area to provide on-air commentary can now whisk in and broadcast live between classes.

"As part of our strategic plan, we wanted to raise our global profile and reputation," said James Stavridis, F83, F84, dean of the Fletcher School. "Investing in our media presence—having a high-quality, immediately accessible studio where our professors can do a lot of commentary on air—creates a real bounce, a sense in the larger world that Fletcher matters."

Increasing the visibility of Tufts faculty not only enhances the university's reputation by spreading the word about the quality of research and teaching here, it helps to educate the public about important issues in the news.

Since the studio opened in 2015, Fletcher faculty and the dean have used it more than 100 times. Combined with the 49 interviews that took place elsewhere, that's a total of 149 on-camera interviews in that first year of operation, compared with just 90 interviews the previous year.

The person most often in front of the camera is the dean himself, a former supreme allied commander of NATO in Europe who became the chief international security and diplomacy analyst for NBC News in August. When Democratic presidential nominee Hillary Clinton's emails were hacked in October, the dean conducted three interviews from the studio on the same day, appearing on NBC, CNBC and MSNBC. One day in June, he used the studio to talk about the Brexit vote with four outlets: the BBC, Voice of America, Fox Business and Fox News.

Other frequent studio users include Nadim Shehadi, director of the Fares

Center for Eastern Mediterranean Studies; Kelly Sims Gallagher, director of the Center for International Environment and Resource Policy; and North Korea expert Sung-Yoon Lee, who is the Kim Koo-Korea Foundation Professor of Korean Studies. Mihir Mankad, a former TV news anchor at some of the top stations in India and a lecturer in communications at Fletcher, has trained professors to use the soundproof suite, which is tucked in a former boiler room behind library staff offices. The studio is available for faculty from any of Tufts' schools to use.

The studio was built through the generosity of Thomas Schmidheiny, H99, a member of the school's board of advisors who donated \$306,000 to transform the corner of the library into a broadcasting hub. Schmidheiny is a Swiss businessman and philanthropist who holds an honorary degree from Tufts for his work in sustainable development. His \$5 million gift in 2006 paved the way for the Master of International Business program at Fletcher, and he later funded an endowed professorship in international business at the school.

He said he was happy to underwrite the media studio. "Dean Stavridis and the professors at Fletcher—and across Tufts' schools—offer the kind of knowledge and insight that's essential for our times," he said. "The world needs their wisdom."

The proximity of the studio is a boon for those who used to drive an hour each way for a few minutes of air time. "Now," Stavridis said, "I can walk downstairs in three minutes and be on air and be back in my office three minutes later." ■

The new broadcast studio helps to educate the public about important issues, said Fletcher School Dean James Stavridis, shown here during an interview for a TV news program.



ALONSO NICHOLS



Engineering undergraduates who started their junior year last fall are the first to be eligible for a new scholarship program that will help them pursue graduate education. Here, Robert White, associate professor of mechanical engineering, works with Kevin Ligonde and Daniela Torres, both E16, who are now Ph.D. students in mechanical engineering at Tufts.

KEVIN MA

Engineering

A Boost for Engineering Education

\$1 million federal grant will be used to encourage low-income students to pursue graduate study **BY HELENE RAGOVIN**

SEVERAL YEARS AGO, when Karen Panetta tried to sell undergraduate engineering students on the advantages of staying to get a master's degree, she heard a discouraging response from some of them.

"The students were telling us they couldn't afford to stay another two years, unless they had family who could support them," said Panetta, associate dean for graduate education at Tufts School of Engineering. It seemed like a missed opportunity, given that an advanced degree opens up more employment opportunities at generally higher salaries.

"High-tech companies, particularly those that are specialized, want someone who can hit the ground running," Panetta said. "If they can get a graduate student who already has skills and research experience, that is a win."

One solution was the School of Engineering's combined Bachelor of Science/Master of Science (B.S./M.S.) degree program, which allows Tufts students to earn the two degrees in five years, instead of six—saving a year of tuition. Growing awareness of the combined-degree program has resulted in a significant uptick in enrollment over the past three years, from a handful to the current 46, Panetta said.

Now the school has introduced a new program to entice more low-income students to consider graduate study. FAST-TRAC will provide financial, academic and social support to economically disadvantaged students who embark on the five-year track.

Thanks to a \$1 million grant from the National Science Foundation (NSF), Tufts can fund FAST-TRAC through at least 2020. In addition to scholarships, FAST-

TRAC students will have access to research mentors, skill-building workshops and other support as they make the transition from undergraduate to graduate study.

"This is a huge opportunity for the School of Engineering to develop a model" for encouraging more low-income students to consider continuing their education, said Darryl Williams, the school's associate dean of undergraduate education. "It's a way for us to rethink some of the infrastructure we have for supporting students in our graduate programs."

Engineering undergraduates who started their junior year last fall are the first to be eligible for FAST-TRAC. Candidates applied in November, and will find out whether they have been accepted in April, said Panetta, who is the principal investigator on the NSF grant. The FAST-TRAC students will begin their graduate program this summer, either starting a research project or doing an industry internship.

The school expects to enroll 10 to 12 FAST-TRAC students the first year, although the NSF funding could eventually support as many as 20 scholarships a year, she said.

The program will help the School of Engineering strengthen its strategies for attracting and retaining underrepresented and economically disadvantaged graduate students, Williams said.

For employers, FAST-TRAC fills a need as well, and the School of Engineering is hoping to attract industry support. Mitre Corp., headquartered in Bedford, Massachusetts, has already signed on as a sponsor, providing both funding and internships, Panetta said.

"This engagement has provided us with an opportunity to mentor students and find avenues to help them pursue their graduate studies through sponsorship of their master's degrees as part of the five-year B.S./M.S. program and internships," said Dave Scher, a director at Mitre. "We are excited about expanding our relationship with Tufts to identify ways to work more collaboratively on joint research, while continuing to recruit strong Tufts engineers to Mitre."

Williams noted that "the landscape for entry-level engineering jobs is changing significantly. The more competitive applicants are those who have master's degrees." ■



Signe Flieger

“Signe thinks about health care with a 360-degree view. Her research will help us understand the drivers of health in a deeper way.”

Medicine

The Politics of Health Care

With the support of a new professorship, Signe Flieger assesses a changing landscape for the nation’s patients **BY JOANNE BARKER**

SIGNE PETERSON FLIEGER, an assistant professor of public health and community medicine at Tufts, woke up on Nov. 9, 2016, wondering what Donald Trump’s presidency would mean for U.S. health care. Candidate Trump promised to repeal Obamacare soon after he took office. Now he had the potential to deliver on that.

Besides increasing the number of Americans with health insurance, the Patient Protection and Affordable Care Act (ACA), the official name for Obamacare, set out to reform health-care delivery, access and costs. The legislation introduced new models that incorporated prevention and care coordination and triggered a period of sweeping change. As Aviva Must, N87, N92, J01P, A03P, the Morton A. Madoff, M.D., M.P.H., Professor of Public Health and Community Medicine, described it, “The ACA initiated a grand experiment in health care.”

Trump’s victory, and his subsequent nomination of six-term congressman Tom Price, a fierce opponent of the ACA, to head the Department of Health and Human Services, all but guarantee another sharp turn for U.S. health care.

Flieger has a nuanced perspective on what the health-care landscape could look like under the new administration. After the ACA became law in 2010, she dug into what happens when health-care organizations change the way they deliver care. “I focused on organizations as they implemented new initiatives,” she said. “How were they transforming, and what could we learn about organizational change?”

Thanks to a new professorship at Tufts University School of Medicine, Flieger, the first appointee to the Tufts Health Plan Professorship in Health Care Policy

Research, will be able to continue her research about health-care policies and how they affect patients.

“Health policy has become very political,” said Harris Berman, dean of the medical school. “We need people like Signe who understand the policies and their implications and whose research can help us understand what works or doesn’t work based on evidence, not just politics.”

Soon after the passage of the ACA, Flieger’s research took her to New Hampshire to study nine primary-care practices that were implementing the patient-centered medical home model, an approach that establishes primary-care practices as a “home base” for patients. Medical homes assume responsibility for tracking every aspect of a patient’s care, keeping an eye out for potential complications, coordinating with other providers, and taking a population health approach to care delivery, all efforts that are aligned with the goals of the ACA.

Flieger analyzed insurance claims data and interviewed clinicians and administrators at each of the nine sites, asking what seemed to work, what did not, and whether they were interacting with patients differently than they had before. One of the themes that emerged was how long it takes to actually transform health-care delivery.

“Organizations in the medical home pilot study were getting mixed messages,” she said. “They received some new incentives for

delivering patient-centered care, but that only covered a portion of their services. Their other services were still being reimbursed by the old fee-for-service model [in which each treatment is paid for separately], and that affected the pace of change.”

More recently, her research has shifted to palliative care, which is, by definition, patient-centered. Involving patients in care decisions when they are seriously ill and aligning the delivery of care with a patient’s goals, Flieger believes, will promote better care while also driving down costs.

“There’s a lot of research into overutilization in patients’ last weeks of life,” she said. “Many times patients don’t want all the expensive, invasive procedures they’re given.” However, she said, “palliative care is not just about end-of-life treatment.”

With more hospitals adding palliative-care programs, Flieger wants to study how organizations are developing models to extend palliative care into community-based settings, such as primary-care offices, where patients might be more comfortable sharing their wishes when they are facing serious and life-limiting illness. Like many things related to health care, this will hinge on the policies of the new administration.

Regardless of who is in power in Washington, D.C., one reality remains unchanged. “We’ll still have people living longer with multiple conditions,” Flieger said. “People still want to have choices, and many don’t want to end up in the hospital if they don’t need to.”

Nonetheless, she believes the concept of patient-centered care will change dramatically in the new administration. “There’s a lot of attention on consumers making choices and purchasing health care with their own money. The question is, will the policies that claim to be consumer-directed put too much pressure on patients to make difficult decisions when they are sick and seeking care?”

Issues like these are of great interest to Tufts Health Plan, which has funded Flieger’s professorship. “We always work to understand the challenges for our providers and our members,” said Paul Kasuba, senior vice president and chief medical officer of the health plan, a network of 91 hospitals and 29,000 health providers who care for more than a million

patients. “Professor Flieger’s research will help us appreciate how these changes may impact our members and how we can continue to provide them access to the highest-caliber care possible.”

PROMOTING PUBLIC HEALTH

Tufts Health Plan and Tufts School of Medicine have a long history of working together to improve the health of communities. The health plan established the Madoff Public Health Professorship that is currently held by Must; it is named after a former dean of the medical school who established Tufts Health Plan in 1979.

The two institutions also co-founded the Tufts Health Care Institute, which for 20 years trained Tufts medical students in how to apply public health principles, such as patient-centered care and population health, to their practices.

When the institute disbanded recently, the health plan looked for another way to support the medical school. “Our goal, in part, was to continue to recognize the good work the medical school is doing to advance knowledge around population health,” Kasuba said.

The new professorship is part of a fundraising strategy for the medical school as well,

Berman said. “Our aim is to help young faculty accelerate their careers,” said Berman, who hopes the Tufts Health Plan Professorship will be the first of several such opportunities for young faculty. “A named professorship signifies you’re doing something special and helps attract additional funding,” he said. “This is the ultimate recognition we can give a young professor.”

Flieger said the professorship is an opportunity to refine her research agenda. “It gives me the flexibility to think about how to design my research so it can make the most meaningful contributions to the field.”

With health care about to go through another period of sweeping change, Flieger has launched a health policy blog that synthesizes the intertwined perspectives of health, policy and politics. “I’ve reinvigorated my policy side since the election,” she said. “It’s rapid-pace policy analysis for the non-wonk who wants to know what’s going to happen to Medicare or what it means if the ACA is dismantled.”

It is that forward-looking perspective that made Flieger the ideal candidate for the Tufts Health Plan Professorship, Must said. “Signe thinks about health care with a 360-degree view. Her research will help us understand the drivers of health in a deeper way.” ■



Regardless of who is in power in D.C., Flieger said, “we’ll still have people living longer with multiple conditions.”

ANNA MILLER



Doug Rachlin got a chance to watch the field hockey team in action on Daniel Ounjian Field when he visited campus last fall. He's shown here with team captains Dominique Zarrella, left, and Nicole Arata, both A17.

ALONSO NICHOLS

is now managing director and senior portfolio manager at the investment firm Neuberger Berman.

Rachlin decided he wanted to honor his former academic advisor in a way that would full-bore celebrate the man who had quietly, yet deliberately, shaped the lives of so many students and faculty. He made a generous donation that galvanized others, including parents of current and former team members, to make gifts to build a field of dreams for the Tufts field hockey team.

The Daniel Ounjian Field, a new synthetic turf field with lights, located across College Avenue from Cousens Gym, “is so much more than a hockey field,” Rachlin said. It has opened up additional practice time for Tufts’ club and intramural teams as well as for youth sports in neighboring Medford and Somerville.

“And the field hockey players are thrilled, and it’s so cool to see that,” he said. Thrilled would be an understatement. The team advanced to the NCAA Division III National Championship, eventually losing, 1-0, in double overtime and a shootout to Messiah College on Nov. 20. But before that disappointing loss, there were some glory days on Ounjian Field. The team hosted—and won—the New England Small College Athletic Conference title and the second- and third-round games of the NCAA tournament.

“We now play on the best field possible for our sport,” coach Tina McDavitt said, “and the results spoke for themselves this season. We are so grateful for the amazing gift that has allowed our team to take our game to the next level. This field will continue to help our team compete at the national level for years to come.”

Twelve other Tufts parents, alumni and friends contributed to build the \$2.4 million field. “This is a great way of honoring a great professor who made a positive impact on my life and on the lives of so many students while he was here,” Rachlin said.

Ounjian, who received his Ph.D. in economics from Harvard University, returned to Tufts to teach in the economics department in 1962. An expert in public financing and investment banking, he continued to teach freshmen after being appointed department chair in 1973. He took on

Athletics

A Mentor Remembered

A new hockey field celebrates Dan Ounjian, the Tufts economist who shaped the lives of countless students and faculty **BY MONICA JIMENEZ**

THE TUFTS ECONOMIST Dan Ounjian was a career builder for thousands of students who sat in his classroom over three-plus decades at the university. He took on the same role for junior faculty during his 20-year tenure as chair of the Department of Economics.

“He really embodies the best of Tufts,” said Doug Rachlin, A85, A20P, one of legions of Ounjian’s former students who draw a straight line between their professional success and the professor who was both a teacher and a coach. Ounjian, A57, J85P, died in 1993, shortly after retiring from Tufts.

“Even students who were lacking in confidence and on the quiet side felt very comfortable reaching out to him,” said Rachlin, one of those reticent students, who

numerous department duties to free up junior faculty to pursue their own research.

But it was Ounjian's devotion to his students—he was named an Outstanding Educator of America in 1974—that particularly stood out to those who knew him. “He was very much a student's professor,” Rachlin said. “He turned on that light switch of learning.”

But the professor was so much more, as Rachlin found out when he took Ounjian's money and banking class as a junior. His father, Barton Rachlin, E59, had passed away a year earlier. “I didn't really have that type of person I could go to,” Rachlin said. “Dan was someone I could.”

Ounjian was there for Rachlin during his senior year, offering encouragement, perspective and advice. Rachlin went on to work as a financial analyst at Morgan Stanley, but he stayed in touch with Ounjian, calling him about whether to get an MBA—he earned that degree from



ANNA MILLER

“This is a great way of honoring a great professor who made a positive impact on my life and on the lives of so many students while he was here.” —Doug Rachlin



NYU in 1990. “I was someone who was lacking confidence,” Rachlin said. “Dan helped instill that confidence in me.”

Rachlin went on to establish himself as a top investor and an expert in master limited partnerships. Still he continued to remember the teacher who guided and supported him, donating to a scholarship in Ounjian's memory. In 2014, he established the Rachlin Family Endowed Scholarship Fund to help Tufts undergraduates.

“Dan Ounjian passed away too soon, but what he did here has continued,” Rachlin said. “There's this transition, going from reluctantly reading and learning to pursuing this knowledge because you want to and you enjoy it. That's the Tufts education. That's what it did for me.” ■

Top: Issy Del Priore, A19, makes a defensive play in a 3-2 win over Williams College in October. At left: the Jumbos played the national championship match in the snow in Geneva, New York, coming up short in a 1-0 loss to Messiah College on Nov. 20.



NATALYA ZAHN

“We want all of our students to be competent by the time they graduate, but we also know that students pick up skills at different rates. With a lab like this, students can practice at their own speed.”

Cummings

Learning by Doing

New animal simulation laboratory will help train students in basic surgery and other foundational clinical skills **BY LAURA FERGUSON**

HANNAH DONNELLY, V17, was “super anxious” about a dog spay she was scheduled to do. All third-year students at Cummings School of Veterinary Medicine are required to spay two dogs for their course in small-animal anesthesia and surgery.

So when she got an email offering students a chance to practice on a simulator as part of a pilot study, she promptly signed up. “Basically, surgery is a series of steps you have to learn by doing,” she said.

On her simulated surgery day, she practiced in real-world conditions. She scrubbed in, picked up her scalpel, made the tiny incision in a model dog and cut through layers of “skin.” She placed her sutures and extracted the replica ovaries. And when it was over, those precise surgical steps felt coded into her muscle memory, she said.

When the time came for the real thing—a dachshund from a local shelter—she felt totally prepared.

“Practice makes perfect,” Donnelly said, noting that working on the simulator gave her dexterity and self-assurance. “You need to be confident as a veterinarian,” she said, “and anything you can do to build up confidence is a good thing.”

The school’s new Multipurpose Teaching and Simulation Laboratory will do just that. It will house a variety of life-sized simulation animal models on which students will practice their clinical and surgical skills. The centerpiece will be a surgical training lab. The facility is in the design stage, and money is being raised to build it.

Cummings School is part of a national movement at veterinary schools to expand simulation training, much like medical and dental schools have already done, said Nick Frank, professor and chair of clinical sciences, who is leading the working group that the school’s dean, Deborah Kochevar, has charged with reimagining 3,000 square feet of space in the Henry and Lois Foster Hospital for Small Animals for the simulation lab.

“Students need opportunities to practice basic procedural techniques without the inhibitions or anxiety that can come from working on live animals,” Frank said. “We want all of our students to be competent by the time they graduate, but we also know that students pick up skills at different rates. With a lab like this, students can practice at their own speed.”

Students will also be able to check out models of small animals, much as they would at a lending library, to practice in the lab or at home. These cat and dog simulators will enable students to practice such fundamentals as abdominal palpation, CPR, dentistry and intravenous catheter placement.

The simulation lab will build on the talents of faculty and staff who have cre-

Being the Change

Two former Tisch Scholars are hard at work protecting the Earth and its people **BY MONICA JIMENEZ**

JENNIFER BAILEY, A09, walked through the U.S. Senate cafeteria on Capitol Hill in January 2015, alongside a rabbi and a Buddhist monk. They and others carried signs that proclaimed, “God can’t breathe.” They sang a civil rights anthem to protest a grand jury’s failure to indict a New York City police officer in the death of Eric Garner, who reportedly gasped for breath as he lay dying on a sidewalk on Staten Island on July 17, 2014.

The protesters came from many faiths, but they all sang as one, said Bailey, who was ordained as a minister in the African Methodist Episcopal (AME) Church at age 26.

As the founder and executive director of the Faith Matters Network, Bailey has emerged as a national leader in the multifaith movement for social justice. She said the seeds of her activism were sown at Tufts through the Tisch Scholars for Civic Life, a leadership development program that prepares students to create change in the world.

“Tisch College was where I grew up,” Bailey said. “It was a platform to begin exploring my deep passion for justice and equity with a community of peers asking really similar questions.”

The scholars program, now in its 16th year, accepts about 20 students each year; participants combine fieldwork with academic coursework and skill-building. Tisch College counts on philanthropy to help support the program.

Along with aiding other organizations and nonprofits, this year’s scholars worked for the Somerville Food Security Coalition, created a Black Student Union at Medford High School, promoted housing and workers’ rights through the Chinatown Progressive Association, and helped immigrants prepare to apply to college.

As a Tisch Scholar, Bailey spent her sophomore year working for the Somerville-based nonprofit Teen Empowerment, which encourages young people to address problems in their communities. “These kids were just as smart as the people I was in class [at Tufts] with,” Bailey said. “It helped me understand inequity in a new way.”

During her junior year, she created the Tufts Social Justice Arts Initiative, organizing public art performances and poetry slams to raise campus awareness of homelessness, racial and social inequality, and other issues in surrounding communities. “Artists and religious figures play the unique role of social commentators—not just in terms of saying what’s going on, but imagining something different,” said Bailey, who earned her theology degree from Vanderbilt University Divinity School.

Tisch Scholars take courses in which they analyze social issues and reflect on their fieldwork; there are workshops for them to hone skills such as community organizing and public speaking. They also complete capstone projects. Bailey and Nora Chovanec, A10, BFA10, organized a national arts and social activism conference at Tufts. “Art, like religion, is transcendent,” Bailey said. “It gets us out of our head space and into our hearts. It’s a powerful way of shifting culture.”

Tisch Scholars make their mark in all kinds of arenas. Malek Al-Chalabi, E09, is a part of the health, safety and environmental team at one of the world’s largest energy companies. His team, which is based in Dubai and oversees the firm’s operations in

ated many homegrown small-animal models over the years. For example, Michael Stone, an internal medicine specialist at Cummings School, worked with bioengineering students at Worcester Polytechnic Institute to develop six different canine abdomen palpation models that students use to differentiate between a full bladder and a tumor, among other medical conditions.

This kind of educational ingenuity, Frank said, has the potential to flourish even more. “We could replicate prototypes and replace older models as needed. We have a lot of good ideas, and I am hopeful that the lab will get the creative juices flowing.”

The lab will accommodate four large-animal simulator stations to teach procedures such as rectal palpation in cows and horses and intravenous catheter placement. Large-animal models are costly, so Frank is extremely grateful that a client of the Hospital for Large Animals at Tufts has made a generous gift to purchase an equine simulator for the new lab.

Alison Walck, who raises Lusitano horses on her farm in Connecticut, made the gift to honor the memory of her filly Inspiradora, who died from a rare heart defect when she was just six days old.

Inspiradora, which is Portuguese for “one who inspires,” will live up to her name through this gift, Walck said. While the simulation model will not be finished and delivered to Tufts until later in 2017, the filly’s name has already been engraved on the halter the simulation horse will wear. “This is Inspiradora’s legacy,” she said.

The new equine simulator, which is technologically more sophisticated than an existing horse simulator that students have named Eddie, will feature an inflatable gastrointestinal tract to familiarize students with colic, a severe abdominal condition that can be lethal, as well as a replica spleen, left kidney, pelvis, inflatable rectum and palpable uterus.

The gift is a pragmatic one, and it makes sense, Walck said. A simulation lab offers a kind of reset button that with each practice builds students’ confidence and competence—“the foundation of veterinary training,” she said. “It will offer such an incredible opportunity for students to have experience with the real work that is done in the field. These are tomorrow’s vets. Why not make them the best they can be?” ■



TED QUANT

Bailey



Al-Chalabi

Iraq, has been recognized for achieving best-in-class safety practices across the company.

Asked why he loves what he does, Al-Chalabi eschewed talk about technology and instead described a company-sponsored leadership training program in Antarctica that was run by 2041, an environmental group that aims to protect the world's last untouched continent. "Seeing the ice break in front of me took things to a whole other level," he said. "It showed me what we're trying to protect.

"Engineering isn't about structures—it's about people and how we connect with others," he said. "We are more than our technical disciplines. We play a role in contributing to communities and the energy landscape."

It's a lesson he first learned as a Tisch Scholar, working with Groundwork Somerville, city engineers and others to study environmental issues that impact the health of the community. The results and recommendations were presented to Somerville Mayor Joseph Curtatone. "That really sparked something in me in terms of starting to think across social and technical lines and bridging them together," he said.

During his second year as a Tisch Scholar, Al-Chalabi worked for the Stockholm Environmental Institute, researching the interplay of climate change and energy use. He said he came to understand just how many perspectives go into a single policy—and how much change one policy can create. His capstone project, about the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) certification program, took him to Boston, Dubai and Sydney, Australia.

Determined to use his engineering education to contribute to the energy industry, he went on to earn a master's in environmental technology and energy policy at Imperial College London and a doctorate in energy transitions at the University of Oxford before taking his current job.

His experiences as a Tisch Scholar inform the work he does every day. "The Tisch Scholars Program took me out of the classroom and put me on the street," he said. "The program taught me to discover my passion and act on it."

Friedman/HNRCA

A Biscuit That Could Change the World

A nutritional supplement developed at Tufts is helping people in one West African village thrive—and earn a living **BY MONICA JIMENEZ**

WHEN TUFTS NUTRITIONIST Susan Roberts went to the small village of Dandu in Guinea-Bissau, on West Africa's Atlantic coast, to test nutritional supplements for mothers, infants and children, she could have been satisfied with gathering data about the health of the population. Instead, she decided to throw her arms around the community.

With partners at Tufts and elsewhere, she's involved in a multipronged mission to help the village thrive by creating new ways for the 800 residents to eat, learn and make a living. Dandu, a subsistence farming community, doesn't have electricity; there are no stores, and you won't find any cars there either.

On her first visit to Dandu two years ago, Roberts, a professor at the Friedman School, was appalled to discover that the typical diet is 80 to 90 percent rice. Cassava root is also a staple, with the occasional fish or meat from a small animal. Villagers grow and sell cashews to buy fabric for clothes, aluminum for roofs, and rice. Children are conspicuously short and thin, and some have orange hair, the sign of a protein deficiency that causes normally dark hair to lose its pigment.

The conventional food supplement she was testing was supposed to provide better nutrition, but many of the micronutrients absent from the Dandu diet were not in the supplement, said Roberts, who directs the Energy Metabolism Laboratory

A Tufts-developed nutritional supplement that has improved the health of a community in West Africa is made right in the village, providing needed income for many residents.



PHOTOS FROM SUSAN ROBERTS



Learn more about the Tisch Scholars at activecitizen.tufts.edu.



Friedman School professor Susan Roberts and her Tufts colleagues helped raise the money to build Dandu's first elementary school, which now has 200 students such as these.

at the Jean Mayer USDA Human Nutrition Research Center on Aging (HNRCA) at Tufts. “When I looked at it, I thought, This isn’t the complete formulation, surely,” she said. “I wouldn’t let my kid taste this.”

The World Health Organization standard for the supplement is designed to increase the most essential nutrients and keep kids alive. It does not, however, reverse the cognitive decline and impaired metabolism and immune function caused by malnutrition, Roberts said. To address that, she has developed what she hopes is a more complete food supplement. (Tufts has applied for a patent on it.) She began testing it in Dandu in January and will assess its effectiveness over six months. “Our goal is not just to keep kids alive, but to help them thrive—physically, mentally—for long-term health,” she said.

Rather than handing out packets of the new supplement, which comes as a paste, Roberts is taking the project a step further. Aided by a \$200,000 grant and business expertise from philanthropist and entrepreneur Bill Schawbel, Roberts will buy the ingredients used to make the supplement, such as peanuts from West African farmers, and pay local bakers to make special biscuits containing the supplement. Then she’ll hire local workers to distribute them.

Not only will the supplement help improve the villagers’ nutritional status, the local production and distribution of it will stimulate the economy and enable villagers to continue production even after the six-month trial has ended, Roberts said.

Schawbel, founder of the Schawbel Corp. and CEO of Schawbel Technologies, which manufactures heated insoles and hand warmers, visited Dandu with Roberts last year during a trial of the supplement production system.

He asked the villagers if they could increase production. “They said, ‘Oh yeah, our wives could work with us,’” Schawbel said. “I said, ‘Could you deliver some baked goods to other villages?’ And they said, ‘Our kids on bikes could do that.’ I said, ‘Now there’s a business.’”

Roberts has been working to fortify Dandu in other ways. When she found out that the villagers desperately wanted their children to be educated, she and her colleagues at the HNRCA and Tufts, including Sai Das, N02, an assistant professor, and Andrew Greenberg, the Atkins Professor in Nutrition and Metabolism, raised \$7,000, and with it the villagers built Dandu’s first elementary school; it now has 200 students. Nina Schlossman, J75, N86, founder and president of Global Food and Nutrition, and John Whetten, former CEO of Challenge Dairy, also contributed. Roberts is trying to raise another \$7,000 to build two more classrooms.

As discerning as she is about what goes into food supplements, Roberts is just as picky when it comes to food for thought. Looking to start a library at the school, Roberts pored over American children’s books and was not impressed. “Our books are all white kids, stupid cartoons, cars and airplanes, and things they’ve never even seen,” she said. “It’s almost impossible to find culturally appropriate books for beginning readers in subsistence farming villages.”

With the help of the Global Literacy Collaborative and a seed grant from the university, Roberts is paying locals to gather Dandu’s history, songs and proverbs, which will be translated and turned into reading material that will be offered to students on tablet devices. Roberts has already brought a handful of tablets to the village to show children how to use them, and distributed a 30-page text about the history of Dandu. “We’re combining what we hope is a superior nutritional formulation with educational enrichment to see how far we can push the envelope to help these kids turn into exceptional students,” she said.

Schawbel hopes to eventually expand access to the food supplement, helping villages around the world improve their health, educate their children and create a sustainable income for themselves. “With this one simple biscuit, I think we can make a major change in the world,” he said.

The villagers of Dandu “are rich in everything except material goods,” Roberts said. “They are a very worthy people to help. And what else are we here for other than to do some good in the world?” ■



If you are interested in supporting the Tufts nutrition research in Guinea-Bissau, please contact Cindy Briggs Tobin, senior director of development at the Friedman School, at 617.636.2940 or cindy.briggs@tufts.edu. You can also make a gift to the project online at www.tuftsgiving.org; please indicate that your gift is for the Family Nutrition Research Program in Guinea-Bissau.



Diane Hessian and Henry Allison, A19, the first recipient of her scholarship

“I want the university to be filled with people who have different life experiences, who don’t all have the same ambitions, the same questions, the same way of viewing the world.” —Diane Hessian

ALONSO NICHOLS

Arts & Sciences

An Entrepreneur’s Legacy

Diane Hessian, J76, establishes a scholarship fund to open doors for other Tufts students **BY MONICA JIMENEZ**

WHEN DIANE HESSAN, J76, A11P, first walked onto the roof of Tisch Library and saw the Boston skyline, she knew she wanted to come to Tufts. “I had this vision of how incredible it would be to come up on the roof anytime I wanted and see that view,” she said.

That vista was a transformative one. “Tufts really opened my eyes to the fact that there was a big, big world out there with all kinds of opportunities and challenges,” said Hessian, a Tufts trustee and chair of the university’s Marketing Advisory Council; she is CEO of Salient Ventures, which helps tech startups succeed. “By the time I got out of here, I wanted to make a dent in the universe,” said Hessian, who has founded several companies since she graduated from Tufts and from Harvard Business School.

She wants to open those same horizons for other students to come to Tufts, so she’s established the Diane S. Hessian, J76, Endowed Scholarship Fund, which will be doubled through the university’s Financial Aid Initiative. The first recipient is Henry Allison, A19, who had been unsure whether he would be able to afford to go to a college like Tufts.

“This was really huge, especially because I have a little brother, and I’m consider-

ing grad school,” said Allison, who is pursuing a double major in political science and economics. “Now I can focus more on school rather than on making money.”

Hessian sees a lot of herself in Allison. “There’s no way I could have ever come to Tufts without financial aid,” said Hessian, the first in her family to go to college. She said she felt out of her league as soon as she arrived on campus and was surrounded by students who had gone to top-tier public and private schools. She feared she had made a mistake, that this wasn’t where she belonged.

But soon enough, she was excelling in her classes and flourishing under the mentorship of her professors. She made friends who remain close today, including Cindy Lewiton Jackson, J76, whose father, Jacob, commuted to Tufts and eventually became chief justice of the Boston Municipal Court. When he passed away, his family established a scholarship for commuter students in his honor.

“From Judge Lewiton, I saw it was possible to be a small-town person not coming from a particularly wealthy or educated family and to create a life like this—and the way to get that started is through an education,” Hessian said. “And I thought if I’m ever at the point where I have the resources, I want to make a difference in someone’s life the way people made a differ-

ence in mine.”

Every class Hessian took at Tufts was as compelling as the last. She kept changing majors until her advisor, the economist Daniel Ounjian, told her, “Just major in what you love.” But what was that? After graduating with a double major in English and economics and working for a series of companies, Hessian found the answer. “I got obsessed with the idea that I could build the company I always wanted to work in,” she said, “to work with people I loved, having a great time building something that mattered in the world.”

She co-founded her first company, an education technology startup, in the late '90s. “It was really exciting to be a woman and be able to talk the language of technology,” she said. “And being a CEO was really well suited for me. If there was something I didn’t like, I just changed it.” She went on to establish Communispace, now known as C Space, a market research company that was a pioneer in creating online communities to provide feedback to companies. After a decade and a half as CEO, she stepped down to become CEO of the Startup Institute, and to subsequently work on Hillary Clinton’s presidential campaign.

Asked to share the secret of her success, she quoted the business magnate Warren Buffet, who said if your IQ is 150, you should sell 30 points to a friend. “It’s not just about being smart. It’s about working hard and playing well on a team,” Hessian said. “And of course, it’s about being passionate.”

She still comes to campus frequently, speaking on panels and to students in classes on marketing and entrepreneurial leadership. As a trustee, she attends every commencement, which occurs in the same place she stood during freshman orientation.

“When I think about standing out there in 1972, being so afraid and knowing nothing, and going, Oh my God, I don’t even know how I’m going to pay for my meals...” She paused, tearing up. “Now I sit there on the platform during graduation. It’s the most unlikely story.” But it shouldn’t be, she said in explaining her decision to fund a scholarship. “The way to be grateful is to give to others. I want the university to be filled with people who have different life experiences, who don’t all have the same ambitions, the same questions, the same way of viewing the world.” ■

A Record Day of Fundraising

More than 4,000 donors give more than \$1 million during Giving Tuesday at Tufts **BY DIVYA AMLADI**

TUFTS SET A new record for a single day of fundraising on Giving Tuesday (Nov. 29), when 4,014 donors gave more than \$1 million to the university.

“The power of the Tufts community was on full display,” said Bill O’Reilly, A77, A13P, vice chair of the Board of Trustees and annual giving chair. “Students, alumni, parents, faculty, staff and friends who all care deeply about Tufts made a Jumbo effort to spread the message and support the university. We are grateful to every donor and volunteer who participated in the day’s overwhelming success.”

Tufts exceeded its initial goal of 2,000 donors by more than 100 percent. Giving Tuesday donations support all aspects of life at Tufts, including financial aid, faculty research and scholarship, student activities and other university priorities.

This was Tufts’ most robust Giving Tuesday challenge to date thanks to a group of donors from across the university: Jon Levy, E83; Kenneth Rosh, A85, A19P, and Merideth Schlesinger, A19P; Lori Samuels, J81, and Ted Samuels; Mariann Youniss, J83, and Andrew Youniss; Tony Mann, E84; members of the Friedman School Alumni Association executive council; Thomas R. Hedges III, M75, and Gail Hedges; and Fletcher School Dean James Stavridis, F83, F84. They pledged to contribute \$200,000 if 2,000 people gave to Tufts on Giving Tuesday.

This was the fourth time that Tufts has participated in Giving Tuesday, a global effort that was launched five years ago by a New York City cultural center to harness the power of social media and channel the holiday spirit of gift-giving toward philanthropy. It is celebrated on the Tuesday following Thanksgiving.

In addition to the university-wide challenge, three schools issued—and exceeded—their own sub-challenges. The Fletcher School set a goal of \$33,000 for 133 donors; the School of Medicine \$10,000 for 100 donors; and the Friedman School and Jean Mayer USDA Human Nutrition Research Center on Aging \$10,000 for 75 donors.

The driving force of the day came from the scores of volunteers spreading the message through social media and personal emails, encouraging alumni, parents and friends to make a gift. It was the giving—and not the size of the gift—that mattered most. An interactive donor roll let people see, in real time, who had made gifts.

On Facebook, Emily Haggman, J80, posted that she made her gift in honor of her father, Jose Fagundo, who worked as a janitor at Tufts for more than 25 years. “Through a scholarship and financial aid, I received such a great education and went on to live my immigrant dad’s American dream,” she wrote.

While Giving Tuesday is mainly an online effort, the energy of the day was evident on all three Tufts campuses. Annual giving staff and student fund volunteers manned booths at Tisch Library and the Mayer Campus Center to encourage student giving, while Fletcher students set up a table in the Hall of Flags. In Boston, the dental school had a giving suite for faculty and staff to visit; the medical school had more than 20 alumni and parent volunteers working their networks. Friedman School volunteers ran calling nights, and Cummings School staff and volunteers pitched in with a table on the Grafton campus.

“It was a privilege to participate,” said Rabbi Naomi Kalish, J92.



NATIONAL CHAMPIONS

Junior Tyler Kulcsar, above, flicked in a corner kick by classmate Kevin Halliday in the second overtime to give the men's soccer team a 1-0 win over Calvin College in the 2016 NCAA Division III Championship match in Roanoke, Virginia, on Dec. 3. It was the Jumbos' second national title in three years. Top inset: celebration time; bottom inset: senior Zach Halliday fends off the opponent.

