

THE ELI J. & PHYLLIS N. SEGAL CITIZEN LEADERSHIP PROGRAM  
AT BRANDEIS UNIVERSITY

The

TEN YEARS OF

Impact

THE SEGAL CITIZEN

of

LEADERSHIP PROGRAM

Together

*“When our father spoke of young people he mentored, his eyes would sparkle. He deeply believed that they could make our country better, a place where everyone can thrive. If he were alive today, he would feel more urgency than ever for the next generation to step up as citizen leaders. That’s what this program is all about.”*

**MORA SEGAL**

CEO, ACHIEVEMENT NETWORK  
CHAIR, SEGAL PROGRAM ADVISORY BOARD

**JONATHAN SEGAL**

CHIEF CONTENT OFFICER, 3STEP SPORTS  
MEMBER, SEGAL PROGRAM ADVISORY BOARD

# The Transformational Impact of Together

When businessman, lawyer and social entrepreneur Eli Segal (Brandeis Class of 1964) died in February 2006, he left behind a legacy of extraordinary service to others and to his country. His unshakable faith in the potential to create positive change, his gift for seeing people for who they might become and his contagious confidence made him a beloved and inspiring mentor to hundreds of individuals and a champion for social progress nationally. He was lauded by former U.S. Senator George McGovern for his “sturdy idealism” and “love of nation” and by AnnMaura Connolly, president of Voices for National Service, as a “relentless force for good.”

How do you begin to honor the memory of such a man?

After many months of deep thinking and creative brainstorming, Phyllis Segal, Eli’s wife of 40 years, their children, Mora and Jonathan, and several of their closest friends had an answer.

First, you don’t build a building, you create a program — one that will yield an ever-growing network of problem solvers and change agents. You build it on the solid foundation of Eli’s faith that people want to be a part of something bigger than themselves and, in Phyllis’ words, his “beautiful and stubborn trust in the power of those who serve.” You imbue it with the very qualities and values that made Eli the extraordinary changemaker, colleague, coach and friend that he was. Optimism. Integrity. Conviction. Belief in youth. The ability to turn ideas into actions.

And then, like Eli, you get to work and turn your vision into a reality.

In some ways, the seeds of such a program were sown in 1960, when Eli left Brooklyn for

Brandeis. It was there that he met young men and women who would become his friends for life, and where, together, they became actively engaged in the social causes of the day — civil rights at home, America’s war in Vietnam. It was also at Brandeis that he met Phyllis, who arrived on campus in 1962. Three years later, they married.

Eli’s future as an agent of social change was presaged in his efforts during and surrounding his time at Brandeis and at the University of Michigan Law School. He lived out the inspirational challenge he put forth to others to “be a voice for justice. ... In serving others, you’ll find your best self.” Even as a businessman in the 1970s and ’80s, Eli remained politically active, working for several Democratic presidential candidates. Those efforts culminated in Governor Bill Clinton’s successful campaign for president in 1992, which Eli ran. Eli believed in supporting people one-on-one, but as a member of the Clinton administration, he literally redefined public service at the federal level by helping create AmeriCorps and the Welfare to Work Partnership and serving as the founding CEO of the Corporation for National and Community Service (CNCS).

That kind of impact is exactly what Phyllis and friends were aiming for when, in 2007, they conceived the Eli J. Segal Citizen Leadership Program.

Underlying the Program is the idea that people are stronger together, which is why the notion of “network” is central to it. The Segal Program was envisioned as a constantly expanding, intergenerational constellation of citizen leaders working across all sectors — private, public, nonprofit, philanthropic — who will give each

## SELECTED MILESTONES

### 2006

Memorial services celebrate the life of Eli J. Segal. Speakers include President Clinton and Sens. Hillary Clinton, George McGovern and Edward Kennedy.

### 2007

President Clinton delivers inaugural Eli J. Segal Citizen Leadership lecture. Phyllis N. Segal leads endowment campaign and Program is established at Brandeis. Over 400 Founders contribute to make this possible.

*“Justice Louis Brandeis famously observed that the most important political office in the land is that of private citizen. At this challenging time for the nation and the world, the Segal Program’s commitment to citizen leadership has never been more vital.”*

**RONALD LEIBOWITZ**  
PRESIDENT  
BRANDEIS UNIVERSITY

**2011**

The Honorable Melody Barnes, director of the White House Domestic Policy Council, delivers the second Eli J. Segal Citizen Leadership Lecture.

**2012**

Segal Fellows educate Congressional leaders about the importance of national service; the Program grows to more than 50 lifelong Fellows.

**2013**

Founders Mack McClarty and Skip Rutherford host the annual Segal Fellows Retreat in Little Rock, Ark., with a panel featuring members of the Little Rock Nine.

other lifelong support and guidance as they devise solutions to society’s most intractable problems. Every year, the Program welcomes approximately 10 new Fellows to the Network: six from Brandeis (undergraduates and Heller Master of Public Policy students) and four or more from its national service partners: AmeriCorps Alums, City Year, Service Year Alliance (SYA) and CNCS. During the Fellows’ first year, the Program pairs them with a “Segal Buddy,” a near-peer Fellow, and a “Segal Coach,” the Segal Network member best-positioned to provide the mentoring, expertise and access needed to accomplish the Fellows’ personal and professional goals. Segal Coaches are often “Founders,” Segal friends, family, colleagues and other partners who helped start the Program and continue to support it.

In addition to being welcomed into this Network for life, Brandeis, SYA and CNCS Segal Fellows are placed with a stipended, mission-driven internship in an organization that aligns with their interests. All Fellows also participate in a cohort-based curriculum built around the Program’s Citizen Leadership Core Competencies, which outline the central skills and attributes of Segal Citizen Leaders. Fellows attend an annual retreat, where they take part in professional development workshops and inspire and mobilize each other, further strengthening their

sense of community. The Program also supports Fellows’ lifelong development through funding for professional development via the Rhonda Shackelford-Ulmer Leadership Development Fund, named in memory of a beloved Segal Fellow, and through regular Segal convenings, which gather Fellows and the larger Network, virtually or in-person, for citizen leadership-focused panels or webinars each month.

Ten years after Phyllis and friends devised what was to be an “experimental echo” of Eli’s life mission, the Program has more than reached critical mass; indeed, it is thriving. With the help of 600 founders, more than 100 Fellows are currently making an impact in 23 states and four countries, in sectors as diverse as they are vital to improving society: youth engagement, the arts, education and education policy, criminal justice reform, community building, gender equity, urban development, corporate social responsibility and more.

Referring to Eli’s accomplishments during his administration, President Clinton credited him with creating “an edifice within which others can work to change the world for the better.” The same can be said of the Program that bears his name, and now, in recognition of the importance of partnership and of her role as a citizen leader, his wife’s name.



# The Visionary Impact of Together

## A CONVERSATION WITH PHYLLIS N. SEGAL

Segal Founder, Founding Advisory Board Chair and current Advisory Board Member

*For more than 50 years, Phyllis N. Segal has focused her expertise and energy on social justice. She has been and continues to be an advocate for women's and workers' rights, preventing gun violence and addressing other pressing community problems. She is currently vice president of Encore.org, which empowers people over 50 to be a force for good. As Eli's widow and the inaugural chair of the Segal Program's Advisory Board, she partnered with friends and family to create this Program and shape its mission.*

### How did the idea of this Program come about?

When we understood how serious Eli's illness was, I remember telling him that I thought a lot of people would want to create something in his name. He wasn't at all interested in talking about this. He simply said he knew whatever we did would be right. Trusting like that was very Eli.

A few months later, I started talking to friends and collecting ideas. It quickly became clear that we wanted to create something as special and unique as he was. For touch points, we kept going back to Eli's life — his joy in relationships, devotion to service, vision of citizenship as what we can do for our country and drive to get things done. Also, he believed that it's not just what you do yourself, but how you empower others to do, from whatever life stage or sector you're in.

Naming a building after him (which was one of the early suggestions) was a non-starter because Eli wasn't about bricks and mortar. Through a lot of hard thinking and many conversations, the idea emerged to create a program that would support future generations to tackle social problems — "citizen leaders" who would build a better future for the nation. Eli was a people person, and this is a people program.

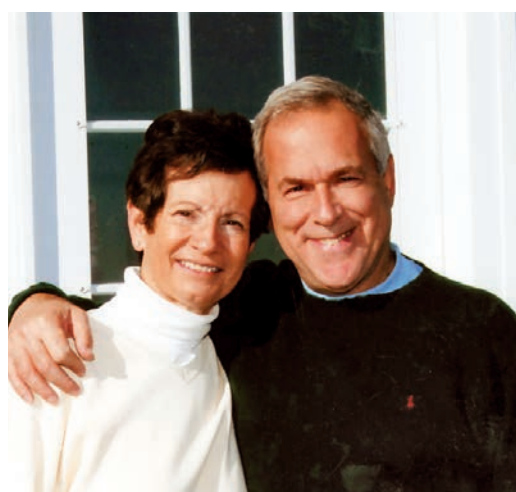
### Who helped you shape the vision?

There were so many, and I hate risking naming some and not others. But the people I remember being most deeply involved and giving shape to the vision included friends from all parts of our lives: Sandy Berger, AnnMaura Connolly, Tom Freedman, Arnie Kanter, Jim Lapenn, Judy Lichtman, Arnie Miller, Peter Murray, Peter Osnos. And also our children and their partners: Jon and Pam, Mora and Jeff.

### The notion of "network" is central to the Program. What is its origin?

This idea connects with Eli's and my life together,

building and becoming part of communities involved in social change. And many of the people in these communities became lifelong friends we could go to for absolutely anything. We were brought together by causes — against the Vietnam War, for civil rights, to elect presidents. And our community kept growing to support each other, working on challenges that emerged in the decades that followed.



Above: Phyllis and Eli Segal; Right: Eli Segal

### 2014

The main Program elements are codified, including the citizen leadership core competencies and curriculum.

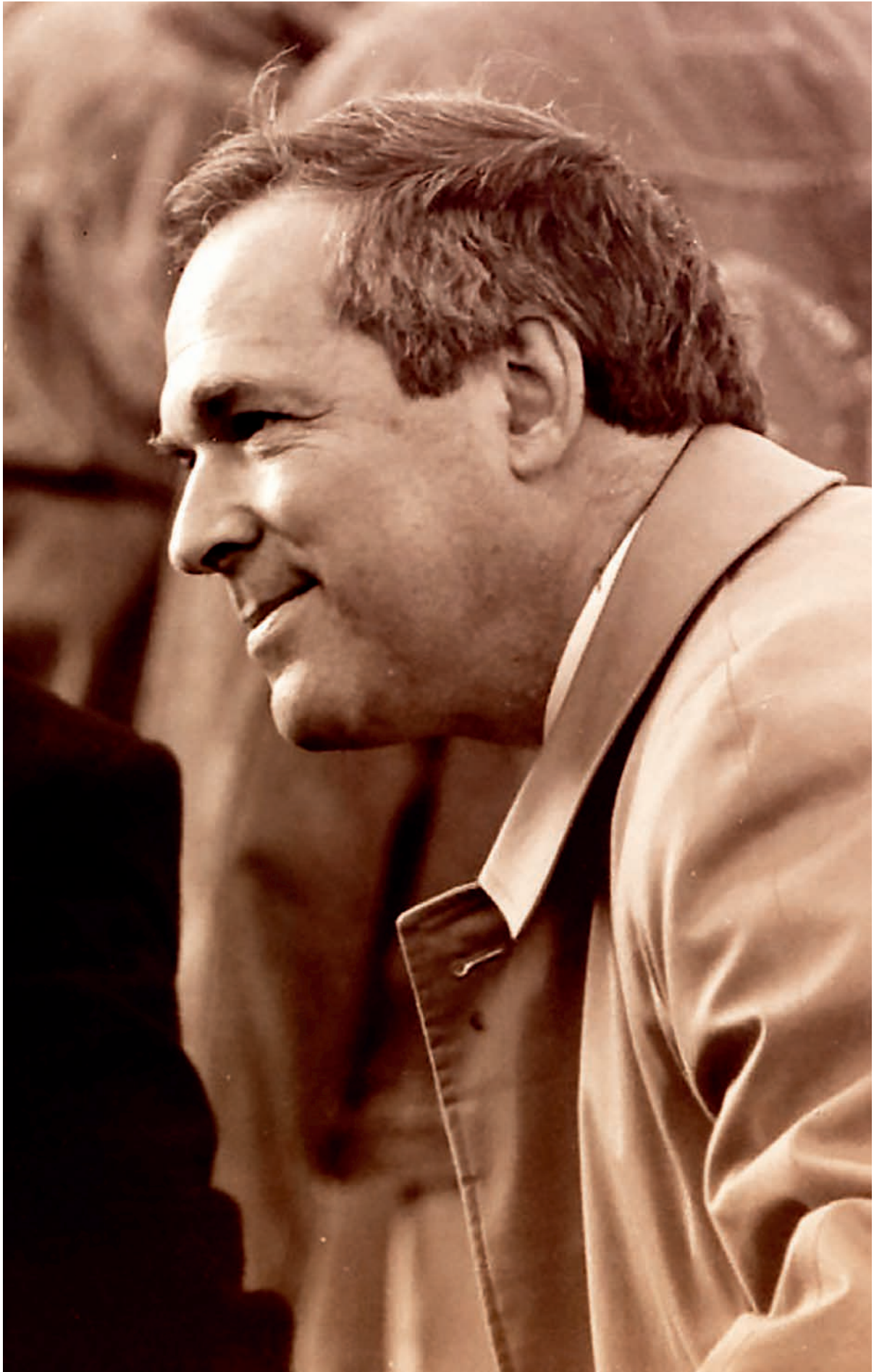
Segal Fellows join Presidents Obama and Clinton at the White House to celebrate the 20th anniversary of AmeriCorps.

### 2016

The Eli J. Segal Fellowship for Policy Research is established with Service Year Alliance. The Program's name changes to the Eli J. & Phyllis N. Segal Citizen Leadership Program in recognition of Phyllis' leadership and partnership with Eli.

### 2018

In this 10th year of the Program, the community of lifelong Fellows surpasses 100, with Fellows in 23 states and four countries.



## PHOTOS

1. Segal Fellows gathered during professional development and team-building activities surrounding the 2011 Melody Barnes lecture. (Photo: Lauren Beaudoin)
2. Then-Director Toni Burke (left) with Segal Founder and former Senator Harris Wofford (right) at a 2012 Segal Network event in Washington, D.C. (Photo: Larry Levin)
3. Segal Founder and Service Year Alliance CEO and Founder Shirley Sagawa (right) with Segal Fellows who have interned and worked at SYA over the years. (Photo: Larry Levin)
4. President Bill Clinton speaking at the Segal Program's inaugural lecture at Brandeis in 2007. (Photo: Mike Lovett)
5. Beloved 2008 AmeriCorps Alums Segal Fellow Rhonda Shackelford-Ulmer, who passed away in 2015, at the 2012 Fellows Retreat.
6. Segal Fellows who served with City Year gathered at the 2016 Fellows Retreat with then-Director Tam Emerson, Phyllis Segal, and Segal Founders and City Year leaders Michael Brown, Charlie Rose, AnnMaura Connolly and Alan Khazei. (Photo: Ilene Perlman)

The Segal Program Network of Fellows is about seeding a community too, but with an important difference: this community isn't rooted in a particular cause, but rather brings together people who share qualities that will make them effective citizen leaders, people with the aspiration to be social problem solvers and the commitment to addressing justice challenges facing their generation.

In addition, there was a very practical reason to create a network that would continue into the future. We wanted the Program to be sustainable, which is why we created an endowment rather than relying solely on annual fundraising. But we wondered, *One hundred years from now, when the founding moment is in the distant past, what will happen to the Program?* That's when we conceived of the Fellows as becoming its future owners. We envisioned an intergenerational network, a community for life, always led by people who have actually been involved. This way, the Program will always be connected to its roots.

### How did Brandeis come to house the Program?

Brandeis was the natural home because it's where Eli and I met — the foundation of our partnership. It also felt like a perfect fit because of the university's commitment to social justice. From the earliest discussions with the president and provost, it was clear that Brandeis would value our Program as a way to help make the world a better place. It became even more perfect when then-Heller School Dean Lisa Lynch saw the potential synergy with the Center for Youth and Communities (CYC) and its work to prepare young people for life. The CYC, like the Segal Program it now houses, keeps its eyes on the next generation of challenges.

### What makes this Program distinctive?

In addition to the lifelong community, the word that jumps to mind is "spirit." The Program's spirit is an echo of who Eli was and of our life together. It's the spirit of optimism that social problems can be solved. It's the spirit of people coming together to do that. It's the spirit of supporting future generations — every Fellow who comes into the Program, and those Fellows in turn supporting the ones who come after.

Another unusual aspect of the Program is its resilience — it is designed to perpetuate itself.

And finally, it's distinctive in the very concept of "citizen leader" as someone who empowers others, and who does that from whatever sector and stage of life they are in.

### Looking back on the past 10 years, what has been most surprising?

Some of the things we set out to do were accomplished far faster than I ever imagined possible. One of those was building community among the Fellows, an ongoing sense of commitment to supporting and caring for each other. Another is Fellows taking responsibility for the Program and its future. Fellows serve on the Advisory Board, design Network programs, mentor each other, and so much more. In these and other ways, they are showing how this Program is actually theirs — asking, as it were, not only what the Program can do for them but what they can do for the Program.

### What is most important for the Program going forward?

First, tracking what the Fellows do throughout their lives and how they are leading others to make the world a better place. This is important to make sure we always keep an eye on what the Program is accomplishing in the world.

Second, remaining a significant source of strength to the Fellows throughout their lives. This is important so that they will invest in its future by recruiting, supporting and surrounding those Fellows who come after them. And also to ensure that the Program is always led by Fellows who have been part of it, because that is the best way to keep it true to the goals it was created to serve.

### What do you think Eli would have to say about the Program that bears both of your names?

I think he might be embarrassed to have his name on the Program because the things he did and cared about were never about him. But I think he would like seeing the Program's name reflect the partnership we shared — which came as a surprise when the community changed it two years ago. And he'd be hugely pleased at how the Program is developing diverse future generations of citizen leaders — the 105 Fellows today and those who will follow them. Most important, he'd be eager to see what these Fellows will accomplish and the impact their efforts will have on the world.

### Was Eli an idealist or a realist?

Eli was a "get it done" person. He was motivated by creatively solving significant social problems, but masterful when it came to turning poetry into prose. At his memorial service, President Clinton described him as "someone who knew how to take an idea ... and make it real in the lives of other people."





# The Empowering Impact of Together

**STEPHEN LARBI**

2013 Segal Fellow

School Culture Coordinator, City of Providence

Advisor, Pawtucket Youth Commission

## STEPHEN'S SEGAL NETWORK INCLUDES

**William Barrett  
(Segal Coach)**  
Special Assistant  
to former U.S.  
Ambassador  
to France,  
Feliz Rohatyn

**Tanika Lynch  
(Segal Buddy)**  
2016 Segal Fellow  
Educator, Baltimore  
City Public Schools

**Michael Brown**  
Co-founder and  
CEO, City Year

**Arnie Kanter**  
Lawyer, manage-  
ment consultant,  
author, professor  
and legal humorist

**Charlie Rose**  
Senior Vice  
President and  
Dean, City Year

During my sophomore year of college, a childhood friend of mine was shot and killed. I'd never seen myself as a leader, but that was a wake-up call. I remember being at his funeral and making a promise to him that I would put myself in a position to help others and have a positive impact in this world. I knew that to have an impact I had to step up, so I became one of the leaders of a newly founded organization called Brothers on a New Direction, or BOND, which mentors minority men on campus and provides service in the community.

After that, I joined City Year and served as a team leader at Gilbert Stuart Middle School in Providence. The environment was pretty chaotic, and after two years of service, I felt like my teams had made a lot of strides in improving the school culture. But I felt there was more to do, so I came back for two additional years, this time as program manager. Among other things, I ran a free "vacation camp" for 100 kids on \$500 a week, leading 87 AmeriCorps members. I was always looking for ways to show our students that they could be successful.

I'll never forget my first Segal retreat. It took place in Little Rock, Arkansas. The first day we went to the Old State House and got to talk to former politicians, many from the Clinton administration. The next day we went to Central High School, where two of the Little Rock Nine took us on a tour. Those are moments I will forever remember. Seeing firsthand the power of

the Segal Network, I just knew it was something that I wanted not only to be a part of, but to be actively engaged in.

When I first became a Segal Fellow, I defined a citizen leader as someone who looks at the world, knows it can be better and tries everything in their power to help make it so. But now I know it's not just about thinking of a solution and moving forward with it. It's about bringing the people you want to help along with you. Similarly, within the Network, everybody is truly hoping the best for each other, too. We understand we are more powerful together than apart.

I have to remind myself that I have this Network of amazing people I can call on, including my Segal Coach, Bill Barrett. He was so generous with his experience and access. But it wasn't only, "Let me give you this advice;" it was reciprocal. He asked me questions, too, and valued my input. Today, when I'm writing a speech, I still call to mind many of the things he taught me.

When people ask me about the Segal Program, I say we're a family of people working in different fields who are all passionate and committed to truly making this world more equitable for everyone.

Right at that first retreat, I felt a spark. I thought, *If I'm here in this room, with the opportunity to be a part of this Network, maybe I am capable of creating change in this world.*





# The Trailblazing Impact of Together

## BRIAN SCHON

2009 Segal Fellow

Co-founder and Co-director,  
True Colombia Travel and Caimo Collection

### BRIAN'S SEGAL NETWORK INCLUDES

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#### **Nick Ross** (Segal Coach)

ER Doctor,  
North Shore  
Medical Center

#### **Paul Vancea** (Segal Buddy)

2012 Segal Fellow

Director of Sales  
and Bus. Develop-  
ment, Ourly.com

#### **Sandy Berger**

National Security  
Advisor for Presi-  
dent Bill Clinton

Co-founder, Albright  
Stonebridge Group

#### **Debra DeLee**

CEO, Americans  
for Peace Now

Chair, Democratic  
National Committee  
1994-95

#### **Arnie Kanter**

Lawyer, manage-  
ment consultant,  
author, professor  
and legal humorist

#### **Brad Meltzer**

Best-selling thriller  
and mystery writer

#### **Laura Gassner Otting**

Founder and Chief  
Catalyzing Officer,  
Limitless Possibility

I used to have my life planned out with this big 10- to 15-year plan. In graduate school, I studied health care, and that led to an extraordinary job. But trying to have an impact on the U.S. health care system is like trying to turn an aircraft carrier with your finger. I really wanted to get my hands dirty and have some sort of genuine impact. Through the Segal Program, I met Sandy Berger, co-founder of the global business strategy firm Albright Stonebridge Group, and I did an internship there. Sandy was always willing to sit down with me and give me advice. One day I told him, "I'm thinking about quitting my job and joining the Peace Corps." I had barely gotten the words out when Sandy said, "Go." I did, and it was tremendous. I learned a lot about myself and about human capacity.

Later, I went to Colombia for two months to study Spanish intensively. I fell in love with the country almost immediately. I ended up making friends and moving there. During this period of major change, one of my friends and I were thinking of ways we could support Colombia. We wanted to change tourism by actually showing visitors the people, the land and the culture, and in doing so, help the economy outside the cities as well as inside. So we started Caimo Collection and, later, True Colombia Travel.

So far, my colleagues and I have created close to 100 rural jobs. We are putting an immense amount of money into a development project that is sustainable and we're reforesting almost 300,000 square feet of mountain forest on a his-

toric property. We are taking foreigners to places where people never had seen foreigners before. The experiences we offer are authentic and profoundly linked to local economies and people.

I don't think I would have ever understood the idea of a network if I hadn't met Phyllis Segal. She never told me about networking or entrepreneurship; she just showed me. She would have coffee with me and we'd take walks, and early in my career she never made me feel bad for being a bit lost. Since then, I've enjoyed talking with younger Fellows who are interested in entrepreneurship or the Peace Corps and serving as a buddy for other Fellows.

Many people look for advice on how to construct a future. I needed people to help me break down my plans. My path was too rigid, too focused on what I thought I should be doing. If I had continued this way, I think I would have been really ineffective. I wouldn't have done anything that had an actual impact. People like Phyllis and Sandy challenged me to look in places where answers are a lot more obscure, places where I had to push myself.

You don't change the world in one broad stroke. It takes small wins. Those small wins add up. That's how you make massive change. Today, I work way longer hours than I ever did in my life. I sleep a lot less. And every single day I think, *I didn't do enough today*. But it never feels like work. We're shooting for the moon and I hope we make it to Mars, but the journey is phenomenal.



# The Life-Changing Impact of Together

## RACHAEL WEIKER

2013 Segal Fellow

Race Director, Women's Triathlon, YWCA Minneapolis  
Former Associate Director of Knowledge, Resources and Communities, Service Year Alliance

## RACHAEL'S SEGAL NETWORK INCLUDES

**Mora Segal  
(Segal Coach)**  
Chief Executive Officer, The Achievement Network

**Emily Bishop  
(Segal Buddy)**  
2011 Segal Fellow  
Philanthropy Officer, Planned Parenthood Federation of America

**Mike Oberman**  
Chairman, Omeda

**Shirley Sagawa**  
CEO and Founder, Service Year Alliance

**Lisa Dawe**  
Executive Vice President and Chief Strategy Officer, Western Dental and Orthodontics

In college in Madison, Wisconsin, I met people who were talking about systems-level changes, even as they were thinking about how such changes would affect each community member. I started to look for bigger ways to both be a part of and improve communities. I found my opportunity as an AmeriCorps member with Habitat for Humanity while also working for a downtown advocacy organization in Madison.

After that, I knew that to be highly effective in a nonprofit or public service position, I needed the skills to be able to strategize at the policy level but also get things done at the managerial level. That's why I chose to earn my MPP and MBA in nonprofit management from Heller. When I found out about the Segal Program, I thought, *This is exactly in line with what I'm trying to do: take advantage of my education, experience and networks to be a positive, effective changemaker.*

My Coach, Mora Segal, was amazing. She allowed me to be vulnerable and ask questions. She encouraged me to be true to my strengths without trying to be something that I'm not, and to not pursue anything I'm not passionate about. Having the support and guidance of someone who had seen more than I had and who believed that I really could have an impact on the world — that meant everything to me.

The Segal Program Director helped connect me with the National Conference on Citizenship (NCOC), where I worked on civic health initiatives. NCOC was one of the organizations that eventually became Service Year Alliance (SYA). At SYA, I came under Shirley Sagawa's leadership and vision and got to support the growth of that national service-focused start-up. We brought on board another Segal Fellow with relevant service experience, Cali Cornacchia Moore. Then, in 2016,

Shirley decided to create a Segal Fellows stream, and we've had new Segal Fellows, Lauryn Duvalle and Kareen Sanchez, each year since then.

I got to work on some great projects at SYA, including putting together an idea book on ways to implement service years around any social justice issue: criminal justice, the environment, childhood education, city planning, you name it. Shirley has a million ideas a minute, but she's very good at figuring out what people will get excited about and what you can actually create. Like Eli, she feels you're not in the room to brainstorm ideas that won't go anywhere; you're there to move something forward.

When I moved to Minneapolis, the Network again connected me with Segal Fellows and founders, like Eli's college roommate, Mike Oberman, who also supported and advised me throughout the transition.

Now, as race director for the largest women's-only triathlon in the Midwest, I get to combine my passions for health and wellness and empowering women. With YWCA Minneapolis, I am building a community of athletes — including girls as young as 11 and women in their 80s — who take charge of their health and challenge themselves to compete. I develop partnerships and networks with groups that have not always been included and provide a welcoming environment for new athletes. On race day, the feeling is, *We can do this, we're here for each other.* It's like that every single year.

Through this work, and by staying connected to the Segal Network, I've been able to take what I have learned, set an example and support others in doing something they didn't think would be possible.

# The Community-Building Impact of Together

## STEPHANIE JOHNSON

2011 Segal Fellow

2016 Rappaport Fellow at the Boston Redevelopment Authority

JD Candidate at Boston College Law School

MA Candidate in Urban Planning and Environmental Policy at Tufts University

## STEPHANIE'S SEGAL NETWORK INCLUDES

### **Gloria Johnson- Cusack (Segal Coach)**

Faculty, Columbia  
University School of  
Professional Studies

Former Special  
Assistant to the  
President, White  
House Office  
of National Service

### **Estela Lozano (Segal Buddy)**

2015 Segal Fellow

Paralegal, Law  
Foundation of  
Silicon Valley

### **Eve Brooks '64**

Retired Child  
Advocacy Executive

### **Arnie Miller**

Co-Founder,  
Isaacson, Miller

### **Chris Murphy**

Vice President  
for Government  
Relations and  
Community,  
Georgetown  
University

Former Chief of  
Staff to D.C. Mayor  
Vincent C. Gray

I've always believed housing is the foundation of everything. Where you live can determine your education, your health, your access to social capital and your future. If we don't provide people with safe housing, we're putting them at risk of suffering from a lot of other issues. Once someone has a safe place to call home, they can organize their life.

During my freshman year at Brandeis, I worked in the WATCH Housing Advocacy Clinic, a free drop-in center for low-income residents in the Waltham area. I worked there all four years and led the clinic for three. I noticed that when people facing evictions came in, they would always bring their children. When someone's moving from house to house and neighborhood to neighborhood, the effects are especially visible in their children. It can mean they have to change schools, and they're often held back because of it. If that foundation can be stabilized, then a child's future will be a lot brighter.

The clinic gave me great experience on the ground, but I knew that seeing housing through the policy lens would give me a more holistic understanding of the issues. When I became a Fellow, Chris Murphy, one of the Program's founders, helped me get an internship at the U.S. Department of Housing and Urban Development. Then, when I was applying for jobs after Brandeis, I reached out to him again. By then, he was chief of staff for the mayor of Washington, D.C., and he hired me. I ended up running the mayor's Open Government Open Policy Initiative.

When I went to D.C. for my interview with Chris, I stayed with my Segal Coach, Gloria Johnson-

Cusack. I was later able to help return the favor when Segal Fellows Witney Christie and Estela Lozano lived with me in D.C. during their summer internships. Estela, for whom I served as a Segal buddy, is applying to law school this year, and I've been helping her with that process as well. It has been an extremely rewarding experience to pay it forward to other Fellows and connect her with other law students and attorneys who can help her on this journey.

I want to create real brick-and-mortar affordable housing, to develop communities focused on serving each other first. I went to law school to understand public-private partnerships and to see how lawyers can play a role in ensuring that people have a safe and affordable place to live. At the same time, I earned a master's degree in urban planning and environmental policy from Tufts University. I plan to start my own company to help community development corporations and local community groups articulate and execute their vision.

I'm here to serve communities, not corporations. When it comes to affordable housing, being a citizen leader means creating opportunities and educating folks while allowing them to take leadership of their own communities. It's about giving people resources as well as guidance, and then taking the backseat. As an outsider, you should never go into a community and tell people what they need. You have to listen to the community, adjust to what they tell you and then create what they need and desire. As a Segal Fellow, I meet people where they are and empower them to develop their own leadership.





# The Next Generation

Each year, the Segal Program welcomes 10 new Fellows via a cohort-based citizen leadership curriculum. Fellows inspire and support one another, and the Program and Network prepare them to tackle their goals as emerging leaders.

## EDITH SUAREZ

2018 Segal Fellow

"I will stay grounded and be a leader alongside communities of color."

## LEILA QUINN

2018 Segal Fellow

"I want to serve the people of Massachusetts and greater New England by creating affordable, safe and accessible housing."



## JADE ECKELS

2016 Segal Fellow

"I will be a leader in education policy and a champion for positive youth development."

NOT PICTURED

## JUSTUS DAVIS

2018 Segal Fellow

"I want to make art education in public schools interdisciplinary."

NOT PICTURED

## MADISON MATTHEWS

2018 Segal Fellow

"I want to use economics in a non-traditional way to solve issues in my community."



**OLIVIA NICHOLS**

**2018 Segal Fellow**

"I want to get involved with community organizing, and I want to always be learning from those around me."

**JOHN VALINCH**

**2018 Segal Fellow**

"I am committed to building a future that holds central the importance of both the democratization of the workforce and asset-building initiatives for marginalized communities."

**GABRIEL FONTES**

**2018 Segal Fellow**

"I want to be an educator and community organizer."

**LASHAWN SIMMONS**

**2017 Segal Fellow**

"I want to create safe spaces for Black and Brown youth to feel powerful."

# Segal: A Lifetime of Impact and Engagement

The Segal Program is anchored in core competencies that prepare Fellows for a lifetime of leadership and impact in society. The Program components develop and reinforce these citizen leadership core competencies.

## SEGAL PROGRAM COMPONENTS

### A COHORT APPROACH

Fellows enter as part of a group, providing peer support and lasting camaraderie, as they join the larger Network.

### LEADERSHIP CURRICULUM

Our competency-based curriculum expands Fellows' knowledge, skills, and abilities.

### MISSION-DRIVEN INTERNSHIP

Paid internships reinforce Fellows' skill development and build networks.

### SEGAL BUDDY

Peer mentors welcome Fellows to the Network and support their growth.

### SEGAL COACH

Seasoned mentors provide career and life guidance, sharing their networks and experience.

### FELLOWS RETREAT

Annual gatherings bring Fellows and the Network together for development and inspiration.

### DEVELOPMENT OPPORTUNITIES

Monthly workshops and annual professional development funds support ongoing professional development.

### LIFETIME NETWORK

Bonds with other Fellows, Founders, and Network partners are fostered and called on over a lifetime.

### GIVING BACK

Fellows reinvest in the Program as mentors, volunteers, fundraisers, internship hosts, and in other ways.

## SEGAL CORE COMPETENCIES

What Segal Citizen Leaders need to know and be able to do:

Understand and apply lessons from social policy and history.

Act as "citizens of the world" who lead social change for the common good.

Have visionary goals and build social capital.

Collaborate with diverse communities, understand privilege and honor diversity of thought and individuals.

Know that change requires a range of resources.

Use evaluation as a management and learning tool for social justice.

Recognize and inspire leadership through mentoring.

Continuously seek to improve.

# Segal by the Stories

*“I gained a level of career exposure and experience that I didn’t expect to have for another 20 years. This Program connected me to my dream project and some of my personal heroes.”*

**SYLVIA STEWART**

2017 SEGAL FELLOW  
MPP CANDIDATE, THE HELLER SCHOOL  
FORMER CY PRES PROJECT COORDINATOR,  
FARM AID

*“The Segal Program is a source of inspiration, encouragement and energy. Individual passions drive collective progress. It has helped me expand my connections and resources and my understanding of and respect for social justice issues that aren’t my personal passions.”*

**JULIE LIVINGSTONE**

2007 SEGAL FELLOW  
DEVELOPMENT MANAGER, THE HYM  
INVESTMENT GROUP, LLC

*“Being a Segal Fellow impacted my actions and beliefs about citizen leadership through accountability. The Program keeps me accountable to being a citizen leader and making changes in my community.”*

**DAMOND FORD**

2011 SEGAL FELLOW  
SALES, NORDSTROM  
ACTIVE COMMUNITY VOLUNTEER IN  
CHARLOTTE, NC

*“Being a Segal Fellow has further cemented my desire to create a more equitable society. It’s also helped me realize that giving back can look many different ways that all matter. The people I have connected with...have been by my side for nearly 10 years now.”*

**NATHANIEL B. ROSENBLUM**

2009 SEGAL FELLOW  
MBA CANDIDATE, MCCOMBS SCHOOL OF BUSINESS  
DIRECTOR OF DEVELOPMENT, TEACH FOR AMERICA

*“The Segal Program has given me more support and connection than pretty much any other part of my life. As I take on new opportunities and as I teach my son and the young children in my classroom, I strive to consider how we embody and enact citizen leadership and community engagement.”*

**GRACE VAUGHN**

2011 SEGAL FELLOW  
KINDERGARTEN TEACHER,  
LEXINGTON, MA, PUBLIC SCHOOLS

# Thanks to Our Supporters and Partners

The Segal Program has been a collaborative effort from the beginning, truly exemplifying “the impact of together.” We are grateful to all those who have helped us achieve our first 10 years of impact and who are continuing to support and shape our future as we expand and move forward to foster the next generations of citizen leaders. We are thankful to all of our Fellows, Founders, Advisory Board Members, Brandeis University leadership, donors, Segal Coaches, internship hosts and other partners. Hundreds of Founders and donors have supported our work. While there are too many people and organizations to thank here by name, you can learn more about them and about how to join us at [segal.brandeis.edu](http://segal.brandeis.edu).

## PAST AND PRESENT SEGAL ADVISORY BOARD MEMBERS

*\* denotes current members*

Larry Bailis\*  
Sandy Berger (in memoriam)  
Deborah Berger Fox\*  
Emily Bishop, Fellow\*  
Toni Burke, Fellow\*  
AnnMaura Connolly\*  
Lisa Dawe\*  
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## BRANDEIS UNIVERSITY LEADERSHIP

President Ron Liebowitz  
Provost Lisa Lynch  
Dean of the Heller School David Weil  
Director of the Center for Youth  
and Communities Susan P. Curnan

## JOIN US

Whether you are a longtime supporter or a new friend of the program, we hope you will join us! There has never been a more important time to elevate citizen leadership.

Discover more about our inspiring Fellows and about how to volunteer your time, share your expertise, serve as a mentor, leverage your organization’s work or donate at [segal.brandeis.edu](http://segal.brandeis.edu) or by contacting our team:

Susanna Flug-Silva  
Segal Program Director  
781-736-3933  
[SegalNetwork@brandeis.edu](mailto:SegalNetwork@brandeis.edu)

## ELI J. & PHYLLIS N. SEGAL CITIZEN LEADERSHIP PROGRAM

**The Center for Youth and Communities  
The Heller School for Social Policy  
and Management  
Brandeis University**

415 South Street, MS 035  
Waltham, MA 02453

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*“Young people have been at the center of almost every cataclysmic social justice reform in our history. This program helps recruit, train and empower the next generation to do just that. Eli taught me to always bet on youth, and that’s what we are doing here.”*

**LAURA GASSNER OTTING**  
SEGAL FOUNDER  
CHIEF CATALYZING OFFICER, LIMITLESS POSSIBILITY

*“Eli and our peers were as successful as we were because we found first-rate people, connected them to a mission and enabled them to impact other people. The key is that we pass on real improvements in the lives of people. Even more important is our mission to continue this work with more people on more issues for generations to come.”*

**ARNIE MILLER**  
SEGAL FOUNDER  
CO-FOUNDER, ISAACSON, MILLER

*“Eli loved nothing more than to connect people to ‘get things done.’ The Segal Program has continued that tradition by creating a community of leaders for the common good, focused on improving their communities, the country and the world, and supporting each other in the process. Every Segal Fellow I meet gives me hope for the future, and a sense that the legacy of commitment at the center of Eli and Phyllis’ lives will live on for generations to come.”*

**ANNMAURA CONNOLLY**  
PRESIDENT, VOICES FOR NATIONAL SERVICE  
CHIEF STRATEGY OFFICER AND EVP, CITY YEAR

