



Brandeis University

Jody Hoffer Gittel
Associate Professor of Management
MBA Program Director
The Heller School for Social Policy and Management

415 South Street
Waltham, MA 02454

781-736-3680
FAX: 781-736-3851
jgittel@brandeis.edu

November 17, 2008

Dear MBA, MMHS, and MM Alums:

Greetings from the Heller MBA in Nonprofit Management! Yes, we took the plunge and made our focus on nonprofit management explicit. We still use other phrases to describe our program and our mission, including “Knowledge Advancing Social Justice,” “Preparing a New Generation of Socially Responsible Leaders,” and “Managing for a Social Mission.” But Nonprofit Management is the key to gaining broader recognition, we believe, and so far the new recruitment season is off to a strong start.

In addition to our concentrations in Health Care Management, Child Youth and Family Services Management, Aging Services Management and Sustainable Development, we now offer students the option to focus on Social Impact Management. A growing number of corporations are seeking to improve their social and environmental impact, while meeting their economic bottom line. Social Impact Management prepares students to identify opportunities for improving social and environmental impact, often through cross-sector collaboration.

Other new developments include three new dual degree programs – the MS/MBA offers the MBA along with the MS in International Health Policy and Management; the MA/MBA offers the MBA along with the MA in Sustainable International Development; and the MD/MBA offers the MBA along with the Tufts University MD degree.

Our MD/MBA program is the largest dual-degree MD/MBA program in the United States, designed to produce kind, caring and compassionate physicians who master the underlying disciplines and applied fields of management. The new dual MD/MBA degree builds on the work we have been doing with Tufts for 13 years, but what’s new is that Tufts MD students will now become Brandeis students and they will graduate with our Heller MBA degree. These graduates are expected to become top physician executives, managing health centers, clinical practices, and hospitals. More importantly, these leaders will not have to choose medicine or management; rather they will be trained to integrate medicine with management—the Heller Way.

We are very excited about all three of these dual degree programs and the opportunities they offer for our students. Matt Saxton is about to become our first MS/MBA graduate with plans to take on a leadership role in an international health agency, and Elizabeth Buckley and Ondrea Austin are about to become our first MA/MBA graduates. Elizabeth plans to become a strategy consultant for nonprofits focusing on social impact and sustainability, while Ondrea plans to engage in organizational development for an international agency such as Oxfam America, where she is currently doing an MBA internship.

That brings me to another new development – the MBA Internship. The MBA Internship is an

opportunity to carry out management or consulting activities for a client organization in one's field of expertise, for course credit. Most students who choose to do an internship will do so in their final fall semester, after their summer Team Consulting Project. Current examples now underway include management studies with the North American Family Institute (Amanda McCaughey), the Boys and Girls Club (Michelle Ross), the Eli J. Segal Citizen Leadership Program (Candice Botes), and the Commonwealth's Task Force on Youth Aging Out of State Care (Kelley Lane).

Another curricular innovation is the expansion of our popular Social Entrepreneurship course into a full semester course. This course is taught by the dynamic Professor Carole Carlson, who brings a career of consulting experience into the classroom, along with a host of guest speakers who are leaders of high profile Boston-area nonprofit organizations.

Under the leadership of Professor Jon Chilingirian, our new Director of Executive Education, and recent PhD graduate Laura Lorenz, we are taking our highly popular MBA courses and offering advanced policy and management to a wider range of executives and professionals through our new executive development offerings. For example, we are offering an Executive Leadership Program in Health Policy and Management to the American College of Surgeons and the Thoracic Surgery Foundation for Research and Education; Nursing Leadership Program in Health Policy and Management to the Jewish Healthcare Foundation; Leading at Brandeis for the Brandeis University Office of Human Resources; Health Policy Forum and Leadership Development Program to the Massachusetts Medical Society; and even going international with a Leadership Program in Health Policy and Management to the St. Petersburg (Russia) Regional Association of Managers of Medical Services, with a similar program under development for Abu Dhabi (United Arab Emirates). If your organization needs a customized leadership development program, please contact us!

Outside the classroom, our faculty and students have also been busy. Professor Thomas McLaughlin, a consultant with Grant Thornton LLC who teaches Strategic Management and Financial Management, has been publishing his insights in *Newsday* and *BoardSource* on the financial crisis and how nonprofits can ensure that they are in a good position financially and strategically to weather that crisis.

Professor Susan Curnan, who leads the MBA concentration in Children, Youth and Families, has recently been appointed to two national research councils: for the Skillman Foundation in Detroit, where she provides management oversight for a major community development initiative; and for America's Promise Alliance in Washington, D.C., where she provides evaluation and management guidance for the implementation of a national campaign designed to "change the way organizations do business to serve youth."

In addition to my program director activities and teaching Human Resource Management and Operations Management, I have two new books coming out this spring that provide insights on managing effectively in these challenging times: *Managing High Performance Healthcare: Organizational Practices That Ensure Quality, Efficiency and Resilience* (McGraw-Hill, 2009) and *Up in the Air: How the Airlines Can Improve Performance by Engaging Their Employees* (Cornell University Press, 2009).

The new Heller dean Lisa Lynch, an economist and chair of the board for the Federal Reserve Bank of Boston, has been in high demand as she speaks on topics such as “The Financial Crisis and Its Impact on Working Families.” Watch for announcements as she meets with Heller alums in cities across the country – she is an impressive leader for Heller and I am certain you will enjoy meeting her! Both Lisa and former dean Stuart Altman believe that this current crisis – and our incoming national leaders – will bring new opportunities for social policy initiatives, and they are positioning Heller to play a significant role.

Our students have been active as well. A student project for Operations Management was recently accepted for presentation at a peer-reviewed conference – called “An Operations Management Assessment of Process/Quality Improvement in a Major U.S. Hospital Addictions Outpatient Setting.” MBA students Michael Richards, Aaron Kingson and Will Rafelson, along with MS students Mai Nguyen and Emara Nabi, worked with a Boston-area hospital-based clinic to analyze and recommend changes to the intake process. By reducing wait time, the changes are expected to decrease the no-show rate and increase client retention in treatment.

We welcome our incoming class of MBA students, one of the most qualified and internationally diverse groups of students ever admitted to the program. They are off to a great start this fall, having already survived their midterms!

We will soon bid farewell to our second-year students, who complete their coursework in December then return for Commencement in May. We wish them good fortune as they leave Heller to launch or re-launch their mission-driven careers, following in the footsteps of the May 2008 graduates. Those May 2008 graduates have already found highly rewarding work. For example, Joanne Foster serves as the Executive Director of HOPE, an organization that offers job training and other support services for low income women; Brian Buell serves as Deputy Director of the Caleb Group, a developer of affordable housing; and Joseph Carbeau serves as Financial Analyst for Public Partnerships, an organization that partners with state governments to manage benefits for people with disabilities to support their ability to live independently.

Please join us in congratulating our SAGE Scholarship recipients – Jessica Ratey was selected from the incoming students, and Ondrea Austin was selected from the second-year students. SAGE Scholarships are funded by SAGE Publications, the academic and professional publisher of choice, and are generously offered each year to Heller MBA students who demonstrate great potential for mission-driven leadership. We are very grateful to SAGE CEO Blaise Simqu and SAGE founder Sara Miller McCune for their generosity to Heller MBA students and we look forward to continuing our partnership.

I am thrilled to announce that the ever-popular Professor Brenda Anderson has joined me as Associate Program Director, taking the lead on recruitment, admissions and career services as a liaison to our admissions and career services staff. At the same time I am sad to report that Jane Lang resigned from her role as MBA Program Coordinator – she was much loved by all and we miss her greatly. But Jane is doing well, having worked hard on the presidential campaign and having had the honor of introducing Barack Obama when he spoke to a crowd of 4,000 in New Hampshire during the final weeks of the campaign! (Check You Tube for some excellent photos

of Jane with Barack.) We are fortunate that Norma DeMattos, formerly of Alumni Relations, has joined the MBA leadership team as senior program administrator. Please join me in welcoming both Brenda (banders@brandeis.edu) and Norma (ndemat@brandeis.edu)!

Last but not least, Tom Broussard, our Assistant Dean for Admissions, Recruitment and Career Services, has been working to develop partnerships between the Heller MBA and mission-driven organizations, like the Boston Center for Community and Justice, who want to send their graduates to Heller to become leaders in the nonprofit sector. If your organization is a potential candidate for partnering with the Heller MBA to develop nonprofit leaders, please get in touch with Tom at tbroussa@brandeis.edu.

Stay tuned as we send you updates about Heller's 50th anniversary celebration, scheduled to take place over the 2009-2010 academic year. Best wishes from the faculty and staff at the Heller MBA – we are all proud of the work that you are doing!

Sincerely,

Jody Hoffer Gittell