

# Brandeis

THE HELLER SCHOOL  
FOR SOCIAL POLICY  
AND MANAGEMENT



The world  
needs you more  
than ever.

Knowledge  
advancing  
social justice.

In today's world, in which the public is divided and the discourse polarized, tackling the challenges we face as a society and as a global community is as complex and important as it has ever been.

The Heller School for Social Policy and Management is for people who want to find solutions and are committed to action. Since 1959, we have been equipping students with the skills, tools and experience they need to analyze and then implement policies for the people and places that need them most. For more than five decades, we have innovated and evolved to keep pace with a changing world, but our deep commitment to social justice has remained constant.

At Heller, you'll challenge yourself through innovative, rigorous coursework in areas like social policy analysis, economic theory, social entrepreneurship and human rights. You'll work with faculty who are leaders in their fields and who are committed to sharing their deep expertise and passion. You'll become part of a community that brings diverse backgrounds, ideas and perspectives to campus to create a richer learning environment.

Our students are nonprofit leaders, social policy researchers, advocates, social entrepreneurs, development workers, Peace Corps alumni, leaders in government agencies and more — and they hail from every corner of the world. They graduate with the insight that comes only from collaborating with a truly global community, and they join an alumni network that shares their values.

**You're committed to making real, lasting change. We're committed to bringing your vision to life.**

## MISSION STATEMENT

The Heller School drives positive social change through research, education and public engagement that inform policies and programs designed to address disparities in well-being and social inclusion in a sustainable way.

## DEGREE PROGRAMS

The Heller School is proud to offer six exemplary programs — each providing students with the theoretical skills, practical experience and diverse perspectives they need to impart meaningful change in their communities and around the world.

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Master of Public Policy

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Social Impact MBA

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Master of Arts in Conflict Resolution  
and Coexistence

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Master of Arts in Sustainable  
International Development

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Master of Science in Global Health Policy  
and Management

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Doctor of Philosophy in Social Policy

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# Master of Public Policy

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## **ANALYZING INEQUITIES. CRAFTING SOLUTIONS.**

As a society, we are contending with unprecedented social challenges that deserve attention and demand action. Persistent structural inequities abound, and the pursuit of change informed by knowledge and research is more critical than ever. But what does real change look like? And how do we bring it to fruition at a particularly complex time in our nation's history?

At its core, change is about solving problems — problems that can sometimes seem intractable. At Heller, we are committed to the concept of knowledge advancing social justice. We live at the intersection of research and public policy, a place where policy impacts people. In a diverse and supportive community, we work to develop solutions that will expand opportunity more broadly and address persistent inequality.

Our Master of Public Policy program teaches students to think beyond current structures and to pursue tangible progress through pragmatic, politically feasible approaches to social change. We build understanding of the broader context around social issues, the systemic inequities that exacerbate them and the analytical tools necessary to assess root causes and implement equitable solutions.

We live in a time and a place where change is desperately needed. As policymakers, we are ideally suited to lead the charge.

# Master of Public Policy

## PROGRAM STRUCTURE

Full-time enrollment

Fall admission

Two-year program:

+ Year One: August–May

+ Year Two: August–May

Summer internship

Sample courses include:

- + Social Experimentation in Child, Youth and Family Policymaking
- + Substance Use and Societal Consequences
- + Housing in the U.S.: From Building Wealth to Homelessness
- + The Political Economy of the American Welfare State

Unlike graduate programs that cover a broad range of policy areas, the Heller School Master of Public Policy (MPP) focuses exclusively on domestic social policy, providing students with a comprehensive, interdisciplinary perspective informed by economics, political science and sociology. Our curriculum lives at the intersection of research and policy that makes a difference — particularly in supporting vulnerable, marginalized populations.

## PRAGMATIC, PROGRESSIVE SOLUTIONS

Heller MPP graduates acquire the language, the literature and the networks they need to create a more just and equitable society, both locally and on a national scale. Our unique program teaches students to conduct sophisticated structural analyses and offers real-world, on-the-ground experiential learning. All of these critical MPP skills are taught through the lens of a concentration, such as health policy; behavioral health policy; child, youth and family policy; poverty alleviation; women, gender and sexuality; or social policy — a general concentration that allows students to craft their own specialty. We're a diverse and passionate community of students and faculty united by a shared commitment to social justice, and to a cooperative, collaborative atmosphere we build together as we pursue lasting social solutions through progressive, pragmatic policy.

## IMPACT ON A LOCAL AND NATIONAL SCALE

Our core curriculum, paired with a focused social policy concentration, will provide you with a broad academic

framework and the targeted skills you need to impact individuals, communities and the nation, including:

- + Superb communications skills, with a focus on writing and public speaking
- + Ability to evaluate social policies and programs through statistics and quantitative and qualitative research tools
- + A theoretical and practical understanding of how policy-related organizations operate and how the field is organized
- + An understanding of the history of social welfare policy
- + Insight into how government institutions, interest groups, political parties and leaders shape public policy
- + Knowledge of how advocacy and strategic communications frame policies and influence policy adoption
- + Opportunities to demonstrate competence in research, policy design and evaluation of social policies through coursework, internships and a capstone policy analysis project
- + Deep knowledge of a specific social policy area, such as behavioral health; health; child, youth and families; poverty alleviation; or women, gender and sexuality

## **MASTER THE CONCEPTS, METHODS AND TOOLS THAT DRIVE POLICY**

The MPP program is a two-year degree that requires 16 courses over two years in residence. Our core curriculum encompasses three primary categories: concepts, methods and tools. In addition, we require a minimum of three concentration-specific courses, allowing students to develop deeper knowledge in the specific language, literature and networks of a particular policy area.

MPP concentrations are linked to Heller's renowned research institutes and centers. Our research activities provide students with new perspectives on how to impact social problems in a range of important areas, such as closing the racial wealth gap or fostering better inclusion into mainstream society for people with disabilities. Concentrations include:

- + Behavioral Health Policy
- + Health Policy
- + Child, Youth and Family Policy
- + Poverty Alleviation
- + Women, Gender and Sexuality
- + General Social Policy

The program culminates in a semester-long capstone project. Students begin by selecting a topic within their concentration and then building their project over a 13-week period — a time frame that mirrors what's required to prepare a real-world policy brief. The final result is a 25- to 30-page brief and supporting oral presentation that diagnoses a policy problem, weighs pros and cons of different solutions and settles on a recommendation.

Recent capstones completed by Heller MPP students:

- + "Equity Works: Supporting the Economic Security of Immigrants Facing Liminality," by Alexandra Turner '18
- + "Advocating for Children: Consistency and Standardization for Child Advocacy Centers in the United States," by Megan Collier '18
- + "Restoring Balance to the Prescription Drug Market: An Opportunity to Rein in Costs and Save Lives," by Jake Shafran '18
- + "Somewhere Over the Rainbow: Solving the Crisis of Homeless LGBT Youth in the Greater Boston Area," by Ryan Mishler '18

## **BUILD YOUR POLICY EXPERIENCE**

During the summer between your first and second year, you'll put your emerging skills to work through a funded internship that increases your policy experience and allows you to explore a range of career options within the social policy space — from roles within research organizations, to nonprofit organizations, to municipal, state or federal government agencies. These internships empower students to apply the research methods and abstract concepts they learn in the classroom to a workplace setting — where they can lead to meaningful change. Recent MPP internship placements include:

- + National Partnership for Women & Families
- + New Economy Coalition
- + Government Accountability Office (GAO)

- + The Alliance of Community Health Plans
- + Urban Institute

## **MAXIMIZE YOUR OPPORTUNITIES**

Once you understand the system, you can choose how you'll engage to effect structural change — whether from inside, like our graduates who work in federal, state or local government, or from outside, working for an advocacy organization to improve conditions for our most vulnerable populations.

Recent placements for MPP graduates include:

- + **Justice Center**  
Policy Analyst, Council of State Governments
- + **Massachusetts Health Policy Commission**  
Health Policy Associate
- + **Meister Consultants Group**  
Sustainability Fellow
- + **State of Arkansas Bureau of Legislative Research**  
Legislative Analyst
- + **Congressional Black Caucus**  
Sustainability Consultant
- + **Budget and Tax Center at the North Carolina Justice Center**  
State Policy Fellow
- + **Episcopal Health Foundation**  
Project Manager
- + **Honolulu City Council**  
Legislative Analyst
- + **Partners HealthCare**  
Health Policy and Contracting Specialist
- + **RTI International**  
Research Health Economist

MPP students work hard, dig deep and make a lasting investment in themselves during their time at Heller. In return, we make a lasting investment in them — one that extends far beyond graduation. Our students become part of a robust alumni network that provides professional connections and support and shares your commitment to social justice.

**GO FURTHER WITH A  
DUAL DEGREE**

The MPP/MBA dual degree is an intensive program that requires 102 credit hours over six semesters, including one summer semester. Coursework in these two programs prepares students for high-impact careers on two fronts — the MPP program’s policy analysis and recommendation expertise, combined with the latest in management theory and ethical business administration of Heller’s Social Impact MBA.

MPP/MBA dual degree graduates are well-qualified for management positions in any sphere of the social impact sector and uniquely situated to serve as active change agents within both emerging and established mission-driven organizations.



“Heller is truly a people-centered school. I knew that my professors were interested in my learning and development. The small size of the MPP program helped me get to know them and feel comfortable asking them for advice.”

**ERIN ROBINSON, MPP'16**

Policy Analyst,  
Center for the Study of Social Policy

“I believe that one of the best avenues towards improved policy is to take an intersectional lens in order to assess the differential impact of proposed and existing policies, programs and legislation on families of different incomes, genders, and racial and ethnic groups. For this, the Heller School prepared me well.”

**NICOLE RODRIGUEZ, MPP'14**

Senior Researcher,  
Community Labor United



# Social Impact MBA

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### **MAXIMIZING IMPACT. CREATING VALUE.**

The business world isn't what it used to be. And we think that's a good thing.

Over the last decade, the global discourse around ethical business practices, value and profit has shifted considerably. As the new economic landscape of the 21st century takes shape, organizations around the world are embracing new ways to understand and measure success — so that organizational responsibility and community impact are just as important as profit margins and return on investment.

Today, it's no longer all about the bottom line. At Heller, it never has been.

# Social Impact MBA

## PROGRAM STRUCTURE

### Full-time enrollment

Fall admission

16-month program

Four consecutive semesters:

- + Fall: August–December
- + Spring: January–May
- + Summer: June–August
- + Fall: August–December

Team Consulting Project occurs during the summer semester.

### Part-time enrollment

Fall and spring admission

Part-time students typically take two courses per semester and complete a Team Consulting Project during the summer semester.

### Sample courses include:

- + Leadership and Organizational Behavior
- + Fundraising and Development
- + Strategic Management
- + Social Entrepreneurship
- + Social Justice, Management and Policy
- + Management of Health Care Organizations

Our Social Impact MBA prepares students to take on leadership roles in the public, nonprofit and for-profit sectors — roles in which you'll have a lasting, sustainable and positive impact on society through ethical, mission-driven organizations. It's an education focused on creating social value, not just shareholder value. It offers all the quantitative skills, experiential learning and intellectual rigor of a top-tier, traditional MBA, but in an environment steeped in the values of justice and equity. You'll graduate equipped and empowered to address social issues on a local and global scale.

The Heller MBA is accredited by AACSB International (AACSB). AACSB Accreditation is acknowledged worldwide as the longest-standing, most recognized form of specialized professional accreditation available to an institution and its business programs.

## IT'S MORE THAN A CONCENTRATION — IT'S AN ETHOS

We've been leading the way in mission-driven management education for nearly 40 years, and for us, that means much more than a few extra classes tacked onto a traditional MBA. At Heller, social impact is woven through every fiber of our curriculum and every aspect of the student experience. It's more than just a concentration: It's a fundamental part of what we do.

Specialized concentrations within the Social Impact MBA include:

- + Social Entrepreneurship and Impact Management
- + Healthcare Management
- + Public Management
- + Sustainable Development

- + Child, Youth and Family Services Management
- + Social Policy and Management

## MASTER THE FUNDAMENTALS

Through our rigorous, relevant core curriculum and electives in your chosen concentration, you'll gain the tools you need to meet the practical challenges inherent in managing complex organizations. Every member of our MBA faculty has a unique and exemplary track record of mission-driven management, with specialties and groundbreaking research that has impacted a diverse cross section of industries and sectors.

As a Heller MBA student, you'll:

- + Learn about leadership in mission-driven organizations in courses that promote leadership, strategy and operations
- + Explore new models for social impact through courses on the triple bottom line and social entrepreneurship
- + Develop an understanding of data like never before with courses in economics, statistics, accounting and financial management, all applied to mission-driven organizations
- + Follow your passion to achieve impact with multiple concentrations, an ability to choose from a wide variety of electives and opportunities for applied learning

## ACCELERATED PROGRAM, ACCELERATED IMPACT

The Social Impact MBA is an accelerated, 16-month program that spans four consecutive semesters —

which means you'll graduate six months earlier than peers in comparable programs.

### **THEORY INTO PRACTICE**

As a Heller student, you'll tackle real-world challenges for an organization in your field during your Team Consulting Project, through our Board Fellows program and through activities such as the Heller Startup Challenge, Social Impact Case Competition, internships and other activities.

### **BOARD FELLOWS PROGRAM**

As part of our Board Fellows program, you'll serve as a non-voting member of a nonprofit board for twelve months. The organizations you engage with will benefit from your fresh perspective, critical analyses and strategic recommendations. And as a student, you'll gain valuable insight, experience and direct access to organizational leadership.

### **HELLER STARTUP CHALLENGE**

The Heller Startup Challenge is a three-day social enterprise competition. Open to Heller students and the entire Brandeis community, the Challenge gives students an opportunity to put their entrepreneurial ideas to the test. Participants form or join teams around an idea to solve a pressing social issue, work with a mentor to develop a business plan, collaborate with peers from different backgrounds and skill sets, and pitch their plan for a chance at prize money and intensive mentoring from seasoned professionals.

### **TEAM CONSULTING PROJECT**

The Social Impact MBA program culminates in the Team Consulting

Project — a real-world practical experience that allows students to help an organization or business unit more effectively pursue its social mission through the application of analytical and problem-solving skills.

Under the supervision of a faculty advisor, students work in teams of five and provide consulting services to a mission-driven organization over a four-month period. They have the opportunity to self-organize into teams and select from a wide variety of organizations in the for-profit, nonprofit and public sectors. Together, they tackle a management challenge, conduct sophisticated analyses and submit recommendations.

Team Consulting Projects have high-impact, long-lasting results, and are as varied as the organizations themselves. Recent projects include:

- + Creation of a long-term strategy for the nonprofit Entrepreneurship for All
- + A market positioning recommendation for the Reebok Foundation
- + A workforce development plan for the City of Somerville
- + An operating room scheduling redesign for Lahey Hospital

### **MAXIMIZE YOUR POTENTIAL**

The boundaries between the public, nonprofit and for-profit sectors are more permeable than ever, and specialized training that helps an organization meet both social impact and financial goals is the differentiator you need to stand out in a crowd. Whether you're building your own social enterprise, overseeing donor relations for a foundation, directing

nonprofit community programming, managing corporate social responsibility or consulting on impact investing, a Social Impact MBA will give you the skills you need to lead — regardless of sector.

Recent placements for Heller MBA graduates include:

- + **The Boston Foundation**  
Development and Partnerships Associate
- + **Charity Defense Council**  
Executive Director
- + **Deloitte**  
Consultant
- + **The ICA Group**  
Social Enterprise Consultant
- + **Meister Consultants Group**  
Sustainability Consultant
- + **New Profit**  
Associate Partner, Reimagine Learning Fund & Personalized Learning Initiative
- + **Nike**  
Strategic Partnerships and Communications Director for Sustainable Business and Innovation
- + **Nonprofit Finance Fund**  
Senior Associate
- + **Root Cause**  
Manager, Advisory Services
- + **The Urban Institute**  
Research Associate, Justice Policy Center
- + **99Degrees Custom**  
Founder and CEO



“Heller helped me build skills to create a vision while also giving me the management skills to make things happen — all while thinking deeply about how to create a world with more social justice. As a leader/activist/advocate who has run two startup social enterprises and is bringing new life to an established nonprofit, I’ve been using all of the skills that I learned at Heller on a daily basis.”

**SIIRI MORLEY, MBA’09**  
Executive Director,  
Strong Women, Strong Girls

“Heller prepared me well to work with senior-level financial and strategic decision-makers. From the Team Consulting Project, to accounting classes, to the focus on social justice and equity, Heller bolstered my technical capacities and refined the interpersonal skills needed to help mission-driven organizations achieve their outcomes. The transition to my current role was smooth, and I was able to contribute immediately to team efforts.”

**ROGER PEREZ, MBA/MA SID’16**  
Senior Associate,  
Nonprofit Finance Fund



## **DIVERSIFY YOUR OPTIONS**

An interdisciplinary approach can go a long way toward seeing the full picture. Go further with one of Heller's eight MBA dual degree programs:

### **+ MBA/Master of Public Policy**

Coursework in these two programs prepares students for high-impact careers on two fronts — policy analysis and recommendation expertise, combined with the latest in management theory and ethical business administration.

### **+ MBA/MA in Conflict Resolution and Coexistence**

This unique dual degree builds synergies across interdisciplinary skills for those who want to deliver mission-driven management to an organization with a vision of peace.

### **+ MBA/MA in Sustainable International Development**

Combining ethical business theory and management skills with a framework of sustainable international development, a dual degree in these two fields prepares students for meaningful development work.

### **+ MBA/MS in Global Health Policy and Management**

This degree combination delivers the requisite skill set to optimally lead domestic and global health care initiatives that make a difference in every corner of the world.

### **+ MBA/MA in Jewish**

#### **Professional Leadership**

This innovative program prepares future Jewish community executives with the full complement of MBA/nonprofit skills and specialized knowledge of Judaic studies and contemporary Jewish life.

### **+ MBA/MS in Biotechnology**

This degree combines the biotechnical skills of an MS program with Heller's leading-edge MBA. You'll graduate well-prepared to tackle significant leadership roles in a broad range of organizations in biotechnology and health care.

### **+ MBA/Tufts University MS in Biomedical Sciences**

### **+ MBA/Tufts University MD**

Master of Arts  
in Conflict  
Resolution and  
Coexistence

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## **UNDERSTANDING CONFLICT. FACILITATING PEACE.**

Conflict takes many forms in today's world — so the ability to manage it, resolve it and seek productive pathways forward is more critical than ever. At Heller, we're giving the next generation of peacebuilders the tools and perspectives they need to truly understand the complexities — and opportunities — inherent in conflict resolution, and to guide individuals, families, communities and nations toward common ground that promotes peace.

# Master of Arts in Conflict Resolution and Coexistence

## PROGRAM STRUCTURE

Full-time enrollment

Fall admission

16-month program

Four consecutive semesters:

- + Fall: August–December
- + Spring: January–May
- + Summer: June–August
- + Fall: August–December

Sample courses include:

- + Social Psychological Approaches to Local and International Conflict
- + Humanitarian Negotiation
- + Disaster Management and Risk Reduction
- + Gender and Peacebuilding

Our Conflict Resolution and Coexistence program (COEX) offers a practical, skills-based curriculum that prepares students to become responsible, peacebuilding practitioners in conflict areas around the world. The program is built around three key pillars: understanding the problems of conflict, developing the process for coexistence intervention, and supporting people and communities through conflict resolution skills.

Whether your goal is to address or prevent war or ethnic violence, work in humanitarian aid and development, negotiate or mediate between individuals or states, implement policy through governments and international organizations or foster change in your home community, the COEX program will give you the tools you need.

## ELEVATE YOUR PERSPECTIVE

The COEX program draws socially conscious individuals from all walks and phases of life — security, military and diplomacy, development, education, human rights, journalism, law, civil society, racial and social justice, migration, arts, peacebuilding, health, development, public policy or those with nonprofit, government or international organization experience, as well as AmeriCorps and Peace Corps alumni.

We are a vibrant, diverse, passionate community that shares a common thread: advancing knowledge and interventions for sustainable peace.

## PREPARE YOURSELF TO MAKE MEANINGFUL CHANGE

The COEX program curriculum provides a deep theoretical framework in contemporary coexistence and

conflict prevention, as well as the practical and professional skills to design and implement successful conflict interventions. COEX faculty are experts in the fields of international politics, human rights, ethnic conflict, culture, civil society movements, race relations, and dialogue and mediation processes. They have all facilitated the kind of change our students aspire to, and they are an invaluable resource both in and out of the classroom.

You'll learn:

- + Contemporary and developing theories on the root causes and mitigation of conflicts
- + The skills to design strategic interventions that prevent, mitigate or resolve intercommunal conflict
- + Tools to help implement conflict-sensitive projects within governments and in international and intergovernmental organizations
- + Negotiation, mediation, project planning, monitoring and evaluation, and research and analysis skills that apply across the full spectrum of conflict scenarios
- + Partnership and coalition-building techniques that will expand your network through political, security, legislative, mediation, human rights and equity, and development sectors

## CORE COMPETENCIES + SPECIALIZED SKILLS

Over the course of 16 months, COEX students develop and refine essential core competencies and explore more specialized skills through a broad array of electives. You'll complete three to six months of combined fieldwork supervised by faculty and a final capstone

paper or thesis to be presented as findings to an audience of peers, faculty, partners and alumni. You can also add a concentration semester in humanitarian aid and disaster management, or a semester abroad at the Conflict and Peace Research program at Uppsala University in Sweden.

### **PROGRAM ON NEGOTIATION AT HARVARD UNIVERSITY**

COEX students automatically become part of the Program on Negotiation (PON) at Harvard Law School, a research center dedicated to developing the theory and practice of negotiation and dispute resolution in a range of public and private settings.

### **DEEPEN YOUR LEARNING WITH ON-THE-GROUND FIELDWORK**

A solid theoretical framework is important, but some elements of conflict resolution and coexistence are best learned by doing. Under the supervision of faculty and staff, students design and apply for fieldwork placements that test their application of theory to practice, expand their policy and hands-on experience and increase their security and comfort levels in high-risk situations. COEX practicums take place over three to six months in an area of conflict related to your field of study and come in many different forms — from roles within existing peacebuilding organizations to self-designed independent field research or conflict intervention projects.

Recent practicum placements include:

- + Carter Center, Middle East and Africa Programs
- + United Nations, Department of Political Affairs

- + International Committee of the Red Cross
- + Search for Common Ground
- + Conflict Dynamics International
- + International Organization for Migration
- + Oxfam America
- + Alliance for Peacebuilding
- + Collaborative Learning Projects

### **MAXIMIZE YOUR OPPORTUNITIES**

From high-level advocacy organizations and local government initiatives in the U.S., to government work in nations around the world, to U.N. program management positions, there's no limit to the impact you can have as a COEX graduate. Wherever the need takes you, you'll go as part of a global network of like-minded individuals committed to careers that advance growth, understanding and progress.

Placements for recent COEX graduates include:

- + **Conflict Dynamics International**  
Humanitarian Access/Negotiation Support Officer
- + **Department of Homeland Security**  
Asylum Officer
- + **U.N. Women**  
Women, Peace and Security Specialist
- + **United States Agency for International Development (USAID)**  
Conflict Program Manager, West Africa
- + **United Nations Development Programme**  
Conflict Program Analyst, Gaza

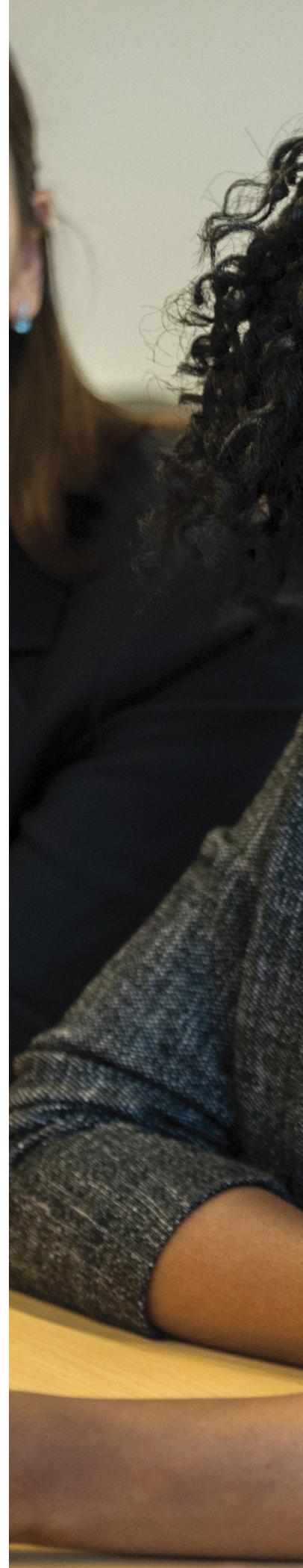
- + **Arab Policy Institute**  
Founding Member
- + **Norwegian Refugee Council**  
Humanitarian Access Specialist
- + **Corporate Responsibility International**  
Senior International Policy Organizer
- + **Embassy of Sweden in Khartoum**  
Advisor on Gender, Governance and Humanitarian Affairs
- + **Embassy of Afghanistan in London**  
First Secretary
- + **International Committee of the Red Cross**  
Senior Protection Delegate
- + **Just-A-Start Corporation**  
Mediator and Housing Stabilization Coordinator
- + **Integrity Afghanistan Consulting Services**  
Managing Director
- + **WorkAround**  
Founder and Director
- + **State of New York**  
Prison Reform Policy Officer

More than 15 percent of COEX graduates go on to pursue a PhD program.

## **GO FURTHER WITH A DUAL OR JOINT DEGREE**

An interdisciplinary approach can go a long way toward seeing the whole picture. Broaden your intellectual horizons and professional opportunities with a Heller dual or joint degree:

- + **MA in Conflict Resolution and Coexistence/MA in Sustainable International Development**  
SIDCO graduates work for an increasing number of development organizations that have established conflict resolution units, to ensure that their development work connects, rather than divides, societies.
- + **MA in Conflict Resolution and Coexistence/MS in Global Health Policy and Management**  
This is a program for those who seek careers on the front lines of health policy and conflict resolution, whether it be the reconstruction of health systems post-conflict, the strengthening of health access in refugee crises or the improvement of health programs in domestic areas facing inequality and structural violence.
- + **MA in Conflict Resolution and Coexistence/Social Impact MBA**  
This unique dual degree builds synergies across interdisciplinary skills for those who want to deliver mission-driven management to an organization with a vision of peace.
- + **MA in Conflict Resolution and Coexistence/MA in International Law and Human Rights from University for Peace, Costa Rica**  
An MA in Conflict Resolution and Coexistence from Brandeis and an MA in International Law and Human Rights from the University for Peace in Costa Rica provide the breadth of skills and perspectives needed to make a difference at community, regional, national and global levels.
- + **MA in Conflict Resolution and Coexistence/MA in International Public Policy from KDI School of Government, South Korea**  
The dual degree program, offered in partnership with KDI School of Public Policy and Management, South Korea, addresses the world's need for professionals who can skillfully integrate conflict resolution skills into public policy practice.
- + **Joint MA in Conflict Resolution and Coexistence and Near Eastern and Judaic Studies**  
This joint MA degree in COEX and Near Eastern and Judaic studies combines a rich and specific knowledge of the historical, religious, linguistic and cultural dimensions of the Near East with professional skills for implementing successful interventions that enable groups, nations and the region to embrace coexistence values.





“I came to Heller with lots of practical experience, but lacking the theoretical part. The subjects that I studied widened my knowledge. The professors were so kind and welcoming and extremely knowledgeable. The diversity at Heller and the ability to interact, study and hear cases from different countries converted my interest from focusing only on Sudan into the whole world.”

**TARIG MOHAMED, MA COEX'16**

Regional Program Manager for Africa and the Middle East,  
KARAMA

“The COEX program was very collaborative. So many of my colleagues had come from all these different careers and different experiences all over the world, and getting to learn from them as we worked together was absolutely a strength of the program.”

**TESSA TOMPKINS BYER, MA COEX'16**

Mediator and Housing Stabilization Coordinator,  
Just-A-Start

# Master of Arts in Sustainable International Development

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**CONFRONT POVERTY AND INEQUALITY.  
CREATE GLOBAL COMMUNITY.**

Reducing poverty and inequality among the world's most vulnerable populations remains a major challenge. Economic models based on global capital flows and resource extraction fail to address the root causes of poverty, and instead, lead to rising income inequality, human rights abuses and limited opportunities for livelihoods, education and health care. The knowledge and wisdom of indigenous communities are being lost in the name of development, while climate change and other environmental hazards continue to affect poor communities throughout the world.

Our curriculum builds knowledge and skills for development practitioners. Students learn how gender relations, ethics and human rights inform development theory, policy and practice. They learn multidisciplinary approaches to the core development challenges – reducing poverty and inequality; ending discrimination and social exclusion; and mitigating the effects of climate change and unsustainable natural resource use. Students build competencies in critical thinking, writing proficiency, and data collection and management. They hone their management skills to design, implement, monitor and evaluate development projects in different kinds of organizations.

Together, our community seeks solutions to the questions on the complex frontiers of development.

# Master of Arts in Sustainable International Development

## PROGRAM STRUCTURE

Full-time enrollment

Fall admission

Four program options:

- + Accelerated program
- + Two-year program with field experience in the second year
- + Two-year program with advanced coursework in the second year
- + Two-year Concentration Track with both field experience and coursework in the second year

Sample courses include:

- + Comparative Approaches to Global Injustice and Social Inequality
- + African Development in Comparative Context
- + Gender and the Environment
- + Social Movements for Emancipatory Development

## WHY SID?

In pursuing knowledge that advances social justice, the Master of Arts in Sustainable International Development program (SID) is objective but not neutral. Our commitment to socially just and sustainable development means that we focus on addressing the root causes of poverty and inequality in the world's most marginalized communities.

Our program helps to create viable alternatives to economic models that generate environmental devastation or exclude certain groups from decent livelihoods, education and health care. We seek to end the loss of local knowledge and the destruction of indigenous homelands. These are not simple problems, and their solutions require a variety of innovative approaches. We are especially interested in listening to and learning from scholars, activists and communities in the Global South who are mapping their own course into the future.

Although our students learn relevant theories and research methods along with analytical, practical and technical skills, SID is not a technician's program. We cast a wide net across topics, world regions and academic disciplines. Our goal is not to prescribe answers, but to draw on our individual experiences and knowledge in order to ask new questions, and, together with the communities we serve, begin to formulate answers.

## NEW APPROACHES TO AGE-OLD PROBLEMS

Diversity of thought is a critical component of our program. Our students come from every corner of the world to find ways to address systemic inequalities and advance social justice within their own countries and communities. Most students have worked on development projects in the field and are eager to share their insights and experience. Coming together in a collaborative, supportive classroom setting, they examine the paradoxes and trade-offs of different development models through innovative pedagogies, such as project-based learning.

They work with faculty who bring a mix of area expertise, topical knowledge and field experience to their teaching and research. Most faculty members have held leadership positions in organizations that include United Nations agencies, private foundations such as the Ford Foundation, consulting groups such as World Education and John Snow Inc., and a range of non-governmental advocacy organizations such as Oxfam.

## ACQUIRE INTELLECTUAL AND PROFESSIONAL TOOLS

The SID program curriculum prepares students for research, policy analysis and program and project management. SID students will:

- + Gain historical knowledge of different development, human rights and gender analysis theories and concepts
- + Develop substantive knowledge of the root causes of poverty and inequality in different world regions

- + Gain scientific literacy around climate change and its disproportionate effects on vulnerable communities
- + Build skills for collecting and analyzing data on economic and social inequality
- + Gain experience with qualitative and quantitative research methods in development studies
- + Develop knowledge of evidence-based policy and the policymaking process
- + Improve skills in critical analysis, professional writing and oral communications
- + Build organizational, program and project management skills
- + Gain exposure to particular topics such as development ethics, renewable energy, water rights, and youth, education and development

### **COURSE OF STUDY**

All SID students complete a series of required courses and electives during their first academic year. They enter one of the following tracks:

#### Accelerated Track

- + The Accelerated Track is best suited for students with previous professional experience in development who do not need additional field-based work prior to graduation. Applicants can be considered for this track during the application process.
- + Students complete their coursework, submit a Master's Paper and deliver a Capstone presentation over the course of one academic year.

#### Two-Year Practicum Track

- + The Two-Year Practicum Track is for students with a minimum of two years of related experience who want to gain core skills in one year of coursework and apply them immediately in a hands-on practicum in the field.
- + Students complete a six-month, field-based practicum assignment at a development organization in their second year. They produce a Master's Paper and deliver a Capstone presentation in May of their second year.

#### Two-Year Advanced Study Track

- + The Two-Year Advanced Study Track is for students with a minimum of two years of related experience who want to design a second-year program that digs deep in a specific area of study.
- + For their second year, students develop a specialization, write a Master's Paper and present their research at a Capstone event in May of their second year.

#### Two-Year Concentration Track

- + The Two-Year Concentration Track is for students with a minimum of two years of related experience. This program is best for those who want to take specialized coursework in a specific area while also conducting a brief practicum in the field.
- + In their second year, students conduct a three-month practicum and complete a concentration in one of the following fields: gender, environmental conservation,

development management, or conflict resolution and coexistence. Students deliver a Master's Paper and Capstone presentation in May of their second year.

### **ENHANCE YOUR KNOWLEDGE IN THE FIELD**

SID offers several second-year options to help students gain practical experience and secure professional-level internships with development organizations worldwide. Students earn academic credit for a six-month assignment with a development organization such as a U.N. agency, international NGO or a local development organization. They begin their practicums in September of their second year and return to campus the following March or April to write their Master's Papers.

Past placements include:

- + United Nations
- + Food and Agriculture Organization
- + World Bank
- + Oxfam
- + Catholic Relief Services
- + Save the Children
- + Aga Khan Foundation

### **MAXIMIZE YOUR OPPORTUNITIES**

After graduation, SID students work in a wide variety of organizations. These include national and local governments, international and intergovernmental organizations such as the United Nations Development Programme and nongovernmental organizations like Mercy Corps, Amnesty International and Oxfam.



“In order to do my job, I need a unique mix of experiences that only a program like Heller’s can provide. Youth development, information and communication technologies for development, planning and implementation, education and conflict and much more. My Heller cohort continues to be my extended family and professional network. I’m always amazed by the overwhelming support.”

**RODRIGO MORAN, MA SID’16**

Technology for Development Manager for  
Central America, Creative Associates International

“At Heller, there’s the opportunity to be proactive and create your own path through the programs. I leveraged what professors had to offer with their experiences and took advantage of being in Boston to work with NGOs there. I wanted to do both conflict management and international development. Heller was a great place to combine that.”

**REBECCA HERRINGTON, MA SID/COEX’14**

Developmental Evaluator,  
Social Impact



Using the knowledge and skills acquired in SID, they become outstanding program and project designers and managers, evaluation experts, researchers, policymakers and decision-makers with expertise in a broad range of policy areas and world regions. SID graduates combine their passion with advanced training to become powerful advocates for economic, social and environmental justice.

Placements for recent SID graduates include:

- + **Oxfam America**  
CHANGES Logistics Coordinator
  - + **BRAC Liberia**  
Program Coordination Manager
  - + **Education Development Center**  
Program Coordinator
  - + **Massachusetts Office of Refugees and Immigrants**  
Communication Manager
  - + **U.S. Department of Homeland Security**  
Refugee Officer
  - + **Global Alliance for Improved Nutrition**  
Postharvest Loss Alliance for Nutrition
  - + **Civic Alliance for Local Democracy**  
Chief Technical Specialist
  - + **American Councils for International Education**  
Program Officer
- + **SID/MA in Conflict Resolution and Coexistence**  
An increasing number of international organizations have established units to address development needs in conflict areas. SIDCO graduates are trained to understand the root causes of conflict as well as ways to address poverty and inequality in conflict zones.
  - + **SID/MS in Global Health Policy and Management**  
These two programs provide complementary knowledge: a broad view of development along with a specialization in health systems and health economics. The dual degree prepares graduates for management positions in health care-oriented development organizations.
  - + **Joint MA in Social Policy and Women's, Gender and Sexuality Studies**  
This degree combines social policy and social science approaches to women's and gender studies, preparing students to work for gender equity in a broad range of development organizations.

#### **GO FURTHER WITH A DUAL DEGREE**

- + **SID/Social Impact MBA**  
Combining ethical business theory and nonprofit management skills with a framework of sustainable international development, a dual degree in these two fields prepares students for management roles in development organizations as well as in corporations that practice social investment.

# Master of Science in Global Health Policy and Management

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## **GLOBAL VISION. UNIVERSAL CARE.**

Whether it's natural disasters like hurricanes, tsunamis and earthquakes; man-made crises of war, famine and genocide; or understanding how to cover all populations through universal health coverage, the 21st century is a turbulent and complex time. The health implications of a changing world loom large — particularly for the world's poorest and most vulnerable populations.

But as old threats evolve and new ones emerge, so, too, do the theories and practical strategies we use to combat them. The Heller School's MS in Global Health Policy and Management provides aspiring global health professionals with the comprehensive expertise and cutting-edge techniques they need to provide essential health care services that communities depend on most.

# Master of Science in Global Health Policy and Management

## PROGRAM STRUCTURE

Full-time enrollment

Fall admission

Nine-month program:  
August-May

Sample courses include:

- + International Health Systems and Development
- + Applied Regression Analysis
- + Global Mental Health: Policy, Programs and Country Plans
- + International Health Financing

The Heller School's Global Health Policy and Management program (GHPM) emphasizes a holistic understanding of health system design and function, with an eye toward structuring systems to improve health outcomes for people around the world. We believe that effective policy is the key to expanding access to high-quality health care for all who need it — which is why we place health policy at the center of our curriculum through a focus on system design and financing, data analytics and management.

## TREAT THE WHOLE SYSTEM

Many of our students come into the GHPM program with a narrow understanding of health systems — one informed by their experiences interacting with patients in one-on-one relationships. At Heller, students gain skills and insights that align closely with the U.N. Sustainable Development Goals and the WHO mandate for Universal Health Coverage — which means they learn how to make structural improvements to health care systems that produce outcomes not only for individual patients but for entire populations.

## LEARN FROM LEADERS IN THE DISCIPLINE

The GHPM curriculum provides students with a specialized set of theoretical, economic and statistical frameworks and professional skills in health economics, analytics and communications, tools that will maximize their impact in global health policymaking. GHPM faculty are active researchers and some of the leading minds in their disciplines. They bring deep knowledge of both health

systems design and applied research into the classroom, which means our students receive a graduate education informed by emerging thought leadership — and backed by practical, on-the-ground experience.

As a GHPM student, you'll gain expertise that includes:

- + Understanding health economics
- + Analyzing and interpreting data to impact policy
- + Understanding health system financing and organization
- + Using cost-effectiveness analysis
- + Conducting health system assessment and analysis
- + Producing professional-quality written policy briefs

## MASTER THE FUNDAMENTALS, EMBRACE A CONCENTRATION

The GHPM program is a 36-credit, academically intensive degree that takes place over nine months. Students acquire skills in three main areas:

- + Learning the financing and payment systems involved in health systems strengthening
- + Developing the analytical skills that form the heart of any health system and using them to develop policy
- + Learning how to implement policies in real-life situations

The GHPM program offers two concentrations:

Health Systems Concentration

Students in the Health Systems Concentration take a set of core

courses as well as electives courses in a variety of focus areas. This concentration gives students flexibility to specialize in a narrow field, such as monitoring and evaluation, or to pursue a broad array of electives across multiple disciplines.

#### STEM Concentration: Health Economics and Analytics

The STEM Concentration is tailored to teach students the data and analytical skills that are key to fields such as health economics, health insurance, econometrics and impact evaluations. Students take a set of core courses as well as a curated selection of quantitative electives that bolster their skills in health economics and analytics.

#### PUT YOUR LEARNING INTO ACTION

In the GHPM program, you'll gain hands-on experience in the work of a global health professional. Students apply knowledge and theory to practical coursework informed by the real world and designed to develop the skills they'll need to succeed within the field — everything from writing policy briefs to developing research proposals and conducting data and cost-effectiveness analyses.

#### TAKING YOU FURTHER THAN A TRADITIONAL MPH

Students considering Heller's GHPM program often evaluate the program alongside more traditional public health degrees. Here are just a few of the reasons that GHPM students choose Heller:

- + **We put health policy and health systems analysis at the core of our required courses.** We go deep on

topics like health systems strengthening and implementation analytics that are often covered only through electives in comparable programs.

- + **The GHPM program is embedded within the Heller School for Social Policy and Management.** Our students can supplement their studies with courses from other degree programs, such as the Social Impact MBA and Sustainable International Development, as well as PhD-level courses.
- + **GHPM students get back to work sooner.** Unless you're already an advanced-degree holder, a public health program can take up to a full year longer to complete than GHPM. Our program gets you back into the field, ready to apply your skills and improve outcomes, in just nine months.
- + **Our student body is incredibly diverse.** With approximately 85 percent of students hailing from outside the U.S., you'll gain a 360-degree view of the world's health care systems and forge connections with health professionals from every corner of the world — enriching both your graduate experience and your professional network.

#### MAKE YOUR MARK AS A GLOBAL HEALTH LEADER

Our students go on to careers in which they make positive, effective social change for improved global health. Their expertise in evaluating health systems, conducting cost-effectiveness analyses and acting as ethical, inclusive leaders among a variety of health care stakeholders

makes them highly valuable and sought-after assets in the global health field.

Placements for recent GHPM graduates include:

- + **USAID**  
Health Economics  
Technical Advisor
- + **USAID Bangladesh**  
Clinical Services Lead
- + **U.N. World Food Programme**  
Regional Policy and  
Program Officer
- + **Center for Reproductive Rights**  
Manager for Special Projects
- + **RTI**  
Health Economist
- + **Clinical and Translational Science Institute, Tufts Medical Center**  
Project Manager
- + **IntraHealth International**  
Technical Specialist
- + **University of Calabar Teaching Hospital, Nigeria**  
Principal Medical Officer
- + **Lagos State Ministry of Health, Nigeria**  
Reproductive Health Director
- + **United Nations Population Fund (UNFPA)**  
Senior Program Officer
- + **Ariadne Labs**  
Project Manager
- + **Afghan Red Crescent Society**  
Program Manager

## **GO FURTHER WITH A DUAL DEGREE**

### **+ MS in Global Health Policy and Management/Social Impact MBA**

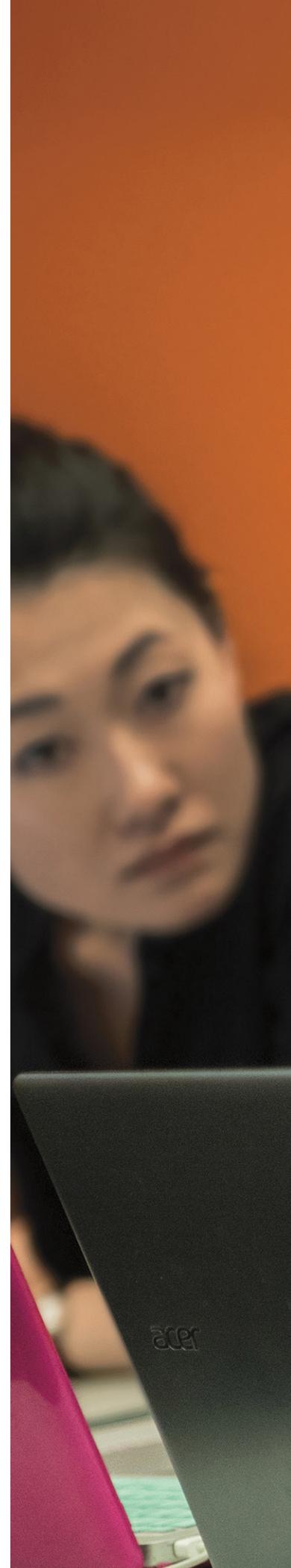
This degree provides a skill set that leaves graduates ideally suited for strategic leadership positions at domestic and global health care initiatives that positively impact vulnerable populations in every corner of the world.

### **+ MS in Global Health Policy and Management/MA in Conflict Resolution and Coexistence**

A program for those who seek careers on the front lines of health policy and conflict resolution, from post-conflict reconstruction of health systems, to improving health access in refugee crises, to strengthening health programs in domestic areas facing inequality and structural violence.

### **+ MS in Global Health Policy and Management/MA in Sustainable International Development**

This degree brings together two programs with shared social justice values and a course of study that integrates academic theory with practical, field-based methods and skills. It prepares graduates for management positions in a range of health care-oriented development organizations.



“Plan International’s vision follows the same path, pursuing social justice for the most vulnerable children, particularly girls. The breadth and depth of knowledge that I acquired at the Heller School supports me in my work to create innovative approaches in order to impact the health status of the children in their own environment.”

**LESLEY JOSEPH, MS'16**  
Health Project Manager,  
Plan International

“A Heller Global Health Policy degree gives you flexibility. You can work in any part of the world, in developing or developed countries, and still make an impact. You can practically do anything you want to do and achieve the same goal of preventing diseases, protecting communities and helping people lead healthy lifestyles.”

**LINDA AROGUNDADE, MS'11**  
Immunization Technical Consultant,  
Johns Hopkins International Vaccine Access Center



# Doctor of Philosophy in Social Policy

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## **RESEARCH FOCUSED. IMPACT DRIVEN.**

In today's complex society, where the sum of human wisdom is at our collective fingertips and the world's most vulnerable populations are facing challenges both old and new, it's no longer just about what we know. It's about using what we know to make a difference.

At the Heller School's Doctor of Philosophy in Social Policy program, we're pursuing knowledge with the power to extend beyond the theoretical. Our scholars and researchers are seeking knowledge not for knowledge's sake, but because they understand that knowledge has the power to create innovative, socially responsible, forward-thinking policy that leads to substantive, lasting change.

# Doctor of Philosophy in Social Policy

## PROGRAM STRUCTURE

Full-time enrollment

Fall admission

Sample courses include:

- + Issues in National Health Policy
- + Economics of Behavioral Health
- + Policy to Action: Understanding Implementation
- + Applied Research Seminar
- + Applied Design and Analysis

At the Heller School's PhD program in Social Policy, we advance social justice through research. Our students do more than just analyze data to form new knowledge — they use that knowledge to inform and influence the policymakers and practitioners capable of effecting real and lasting structural change.

As a Heller PhD student, you'll receive tuition and stipend support, work alongside globally recognized leaders in your field and gain exposure to the most current literature and relevant research methods in your chosen subject area. You'll also immerse yourself in key aspects of academic research, including the process of grant writing, peer-reviewed publishing and navigating the ethical guidelines for human subjects research.

During your in-residence years at Heller, you'll gain the tools, experience and networks needed to propose — and complete — original dissertation research of your own.

## MANY PATHS, ONE PURPOSE

During the course of the program, you'll gain a multifaceted, interdisciplinary perspective on some of the most critical social issues of our time, working alongside a cohort of students committed to making change across the full spectrum of social policy. You'll choose from one of four policy concentrations that most aligns with your experience and long-term career interests and gain access to a network of dedicated and like-minded colleagues through our world-renowned research institutes. And you'll receive mentorship from some of the leading minds in your field — individuals who have

spent decades on the front lines of progressive policymaking, and whose findings will shape social discourse for years and decades to come.

## GO BEYOND THE THEORETICAL

Leveraging research to make an impact is a complex, sophisticated process. It's about asking the right questions, making sense of data using advanced statistical tools, developing analytical skills and quantitative methods skills, and using a combination of frameworks and theory to inform your research.

Whatever their professional objectives may be, our graduates acquire tools to interpret and translate research into both cutting-edge theory and effective policy implementation that moves society forward.

## COURSE OF STUDY

Students in the Heller PhD program complete 15 courses over two years in residence. In addition to this coursework, students take a doctoral seminar in one of four concentration areas (health; behavioral health; assets and inequalities; and children, youth and families) during their first three years, write an integrative comprehensive paper after their second year and successfully defend a dissertation proposal and final dissertation. The average duration of the program is six years.

PhD students may choose electives from any of the following focus areas:

- + **Health:** The health concentration prepares graduates for challenging careers developing research and policy that influence the quality, accessibility and delivery of health care in the United States and globally.

- + **Behavioral Health:** The behavioral health concentration is for students who are passionate about leading research and developing policy that influences the quality, accessibility and delivery of mental health and addiction care in the United States.
- + **Assets and Inequalities:** The assets and inequalities policy concentration enables students to build a theoretical and empirical understanding of the causes, manifestations and consequences of social and economic inequalities, and prepares them to develop research and policy that addresses and aims to eliminate these inequalities.
- + **Children, Youth and Families:** The children, youth and families concentration prepares students for work focused on developing policy and conducting research and evaluation studies that help to maximize the potential of young people.

In addition to coursework, PhD students will:

- + Participate in a doctoral seminar in their concentration area
- + Successfully write an integrative comprehensive paper
- + Successfully defend a dissertation proposal and final dissertation

### THE PHD DISSERTATION

In the Heller PhD program, our students gain valuable experiential skills and expertise by conducting original research — both in collaboration with faculty and through dissertations of their own design.

At Heller, a dissertation is independent scholarly research that analyzes a significant social policy issue and makes an original contribution to the field. Students have the option of presenting the problem statement, literature review, methodology, findings and policy implications of their dissertation project as a traditional monograph-style dissertation, or they may opt to prepare three publishable papers on related topics.

Recent dissertations from across PhD program concentrations include:

- + Julie Johnson, '15. "Do State Liberalized Marijuana Policies Affect Adolescent Marijuana and Alcohol Use? A State-Level Analysis."
- + Diana Serrano, '19. "The Effects of Two-way Immersion Program Access and Participation on Students' English Proficiency and English and Spanish Reading Skill Development."
- + Graham Wright, '16. "Problems, Policies and 'Paradoxes:' The Political Implications of American Concerns about Economic Inequality."
- + Marion Cros '19. "Unlocking Challenges of Universal Health Coverage in Haiti."
- + Rajan Sonik '17. "Poverty alleviation, health, and health care costs among people with disabilities."

### ADVANCE YOUR CAUSE

With a broad base of research skills and a wealth of expertise in your policy concentration area, there are limitless opportunities to put your knowledge

to work on behalf of those who need it — whether it's broadening the minds of the next generation in the classroom, informing the policy decisions of government officials or helping mission-driven organizations advocate for social justice around the world.

Placements for recent PhD graduates include:

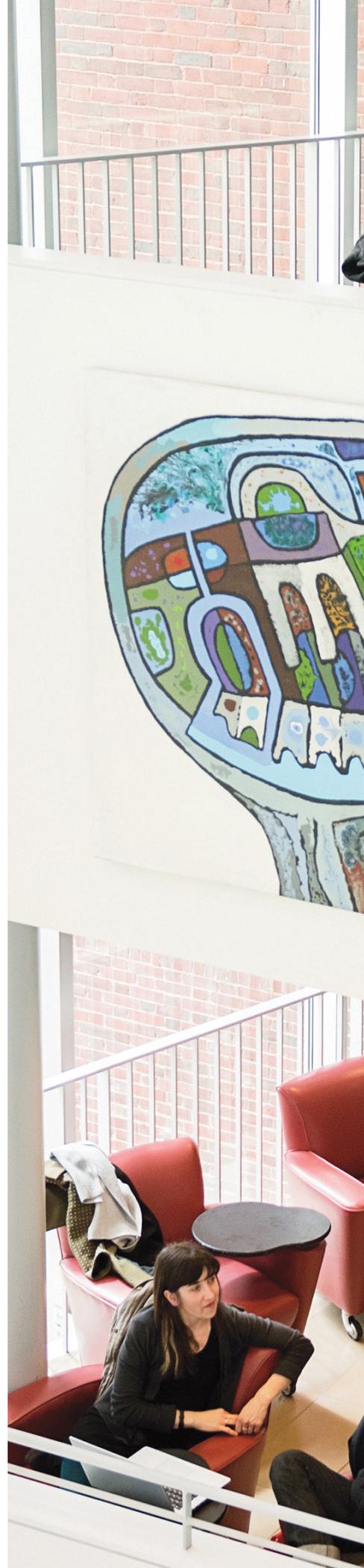
- + **Massachusetts Association of Community Colleges**  
Director
- + **Yale School of Public Health**  
Postdoctoral Fellow
- + **Roche**  
Health Policy Manager
- + **Harvard Medical School**  
Instructor/Team Leader
- + **University of Washington Pharmaceutical Outcomes Research and Policy Program**  
Senior Fellow
- + **ABT Associates**  
Associate
- + **Cohen Center for Modern Jewish Studies**  
Associate Research Scientist
- + **Boston College**  
Assistant Professor of Nursing
- + **Booz Allen Hamilton**  
Associate
- + **World Bank**  
Senior Health Economist
- + **Education Results Partnership**  
Vice President of Innovation and Strategy

**GO FURTHER WITH A  
JOINT DEGREE**

An interdisciplinary approach can go a long way toward seeing the whole picture. Broaden your intellectual horizons and professional opportunities with Heller's joint degree program.

**Joint PhD in Social Policy  
and Sociology**

In conjunction with the Sociology Department of Brandeis' Graduate School of Arts and Sciences, this degree allows for an in-depth study in one of the disciplinary foundations of the Heller PhD.





“Heller exposed me to the language that policymakers use. After receiving my PhD from Heller, I worked with the North Carolina legislature, helping them understand how using data could inform their decision-making. Heller gave me access to that world.”

**LA VERNE REID, PhD'99**

Professor, College of Behavioral and Social Sciences,  
North Carolina Central University

“I went into Heller to pursue what I was most passionate about and learned things I knew nothing about before, like organizational theory with Jody Hoffer Gittel. The immersion in organizational science research and theories of leadership have proved to be most influential in shaping my ideas and bringing them to fruition.”

**ANNE DOUGLASS, PhD'09**

Associate Professor and Executive Director,  
The Institute for Early Education Leadership and Innovation,  
University of Massachusetts Boston



# The Heller School

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## **COMMON GROUND. UNCOMMON BOND.**

The Heller School for Social Policy and Management is home to seven graduate programs, 11 research institutes and centers, 56 faculty, 31 scientists and fellows, and more than 500 students from every corner of the globe. We are researchers, scientists, advocates, administrators and educators. Civil servants, organizers and scholars. We're a diverse set of individuals with a world of different backgrounds, perspectives and objectives, but connected by a desire and a need to generate — and use — knowledge to advance social justice.

On our campus, every classroom is a community. Every program is a think tank, and every classmate a colleague and collaborator. The network you find at Heller will stay with you as you pursue your life's work — meaningful work that furthers the causes of human equity, agency and dignity.

At Heller, we understand that advancing social justice requires meaningful collaboration.



“The social policy problems facing us at the local, national and international levels are multidimensional and involve hard trade-offs across complex stakeholders. Heller faculty, researchers and students embrace the challenge of addressing those problems and then seeing through the equally hard process of bringing change in light of that analysis. The passion to do so defines our community.”

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**DAVID WEIL**

Dean and Professor, The Heller School

# Heller Faculty

No matter which Heller program or dual degree you pursue, you'll learn from globally respected faculty who have spent decades informing social discourse, advancing and evaluating social policies, and empowering change agents all around the world.

Whether guiding humanitarian negotiations in Syria and Northern Ireland, fighting the opioid crisis or developing leading theories on 21st-century workplace dynamics, the collective work of our faculty is a powerful case study in how a lifelong dedication to knowledge can advance social justice. Here are just a few examples of how our faculty members are making a difference:

## **DAVID WEIL**

Dean and Professor

Dean Weil is an internationally recognized expert in employment and labor market policy, regulation, transparency policy and the impacts of business restructuring on employment, work outcomes and economic performance. He was appointed by President Barack Obama to be the Administrator of the Wage and Hour Division of the U.S. Department of Labor and was the first Senate-confirmed head of that agency in a decade. He led the Wage and Hour Division from 2014 to January 2017.

## **DOLORES ACEVEDO-GARCIA**

Samuel F. and Rose B. Gingold Professor of Human Development and Social Policy; Director, Institute for Child, Youth and Family Policy

Professor Acevedo-Garcia focuses on social determinants of racial/ethnic inequities in health, the role of social policies in reducing those inequities, and the health and well-being of children with special needs. She is on the editorial board of the *Journal of Health*

and Social Behavior and serves on the board of directors of the National Institute for Children's Health Quality, the board of directors of the Council on Contemporary Families, and the advisory board of the National Center for Children in Poverty, among others.

## **STUART ALTMAN**

Sol C. Chaikin Professor of National Health Policy

Professor Altman is an economist with five decades of federal and state health policy experience. He is chair of the Massachusetts Health Policy Commission and has served on numerous government advisory boards at both the state and federal levels.

## **DIANA BOWSER**

Associate Professor

Professor Bowser has 15 years of experience in health system analysis related to health economics, health policy and the use of econometric methods to evaluate health system changes in Latin America, Africa and the United States. She has provided technical assistance and conducted research with grants and funding from USAID, DFID, WHO, the Global Fund, Save the Children, the Bill & Melinda Gates Foundation, IADB and the World Bank, and has worked closely on health systems with no fewer than 20 national governments around the world.

## **JON CHILINGERIAN**

Professor

Professor Chilingirian is an expert on health care performance studies using mathematical programming and frontier analysis. His research, which focuses on managing health care organizations, ranges from studies of

executive leadership and management of professionals to measuring performance identification of physician best practices. He recently completed an international study of 444 international health leaders.

## **SUSAN CURNAN**

Associate Professor and Director, Center for Youth and Communities

A founding chair of the MPP and MBA concentrations in Children, Youth and Families, Professor Curnan focuses on education equity, environment and the economy. An ecologist, educator and manager by training and experience, Curnan brings an ecological perspective and results-oriented leadership to the classroom.

## **JOEL CUTCHER-GERSHENFELD**

Professor

Professor Cutcher-Gershenfeld is an award-winning author, currently leading research on stakeholder alignment as a foundation for effective institutions in the 21st century. He has facilitated large-scale public and private sector change initiatives in Australia, Bermuda, Canada, Denmark, England, Iceland, Jamaica, Japan, New Zealand, Panama, South Africa and the United States — at team, enterprise, industry, national and global levels.

## **JODY HOFFER GITTELL**

Professor of Management

Professor Gittell is chief architect of relational coordination theory, which explains the social processes and human interactions that underlie the way organizations coordinate complex work. She serves as director of the Relational Coordination Research Collaborative, vice chair of the board of trustees of the Endowment for Health,

treasurer for Seacoast NAACP and is on the editorial review board for *Academy of Management Review*.

### **ANITA HILL**

University Professor

Professor Hill is an attorney, an activist and a nationally recognized thought leader on issues of anti-discrimination law as well as gender and race policy. A staunch advocate for women's rights and for balanced representation within the judicial system, she has published numerous books, articles and book chapters, and teaches courses on gender, race, social policy and legal history.

### **CONSTANCE HORGAN**

Professor and Director, Institute for Behavioral Health

Professor Horgan leads Heller's behavioral health doctoral concentration and directs the NIAAA training program to support doctoral students in health services research. She advises federal agencies, professional associations and academic and community task forces, and serves on the boards of the Greater Boston Council on Alcoholism and the Massachusetts Health Council.

### **ROBERT KUTTNER**

Meyer and Ida Kirstein Visiting Professor in Social Planning and Administration

An economics journalist for most of his career and a *New York Times* best-selling author of 11 books, Professor Kuttner is co-founder and co-editor of *The American Prospect* magazine. He was a longtime columnist for *BusinessWeek* and continues to write columns for *HuffPost*, *The Boston Globe* and *The New York Times* international edition. He teaches

courses on markets and social justice, and on the political economy of the American welfare state.

### **ALAIN LEMPEREUR**

Alan B. Sifka Professor of Coexistence and Conflict

Professor Lempereur has led consulting missions and executive trainings for organizations, national governments, consulting firms and corporations in over 60 countries. He supports responsible negotiation through research, executive training and consulting, and developed the "responsible negotiation" framework to leadership and humanitarian negotiation.

### **MONIKA MITRA**

Nancy Lurie Marks Associate Professor of Disability Policy and Director, Lurie Institute for Disability Policy

An expert in the field of disability policy, Professor Mitra's work at the helm of the Lurie Institute examines the health care experiences and health outcomes of working-age adults with disabilities, with a particular focus on the sexual and reproductive health of women with disabilities and disability-related disparities in health and access to care.

### **RAJESH SAMPATH**

Associate Professor of the Philosophy of Justice, Rights, and Social Change

A former student of French philosopher Jacques Derrida, the founder of deconstruction, Professor Sampath specializes in the philosophy of history, historical time and epochal shifts globally and between various national and cultural contexts. He has conducted research in development

ethics and theories of justice, and teaches courses in the fields of critical race theory, intersectionality, queer and gender studies, traditions of philosophical ethics, human rights, and theories of justice in sustainable development contexts.

### **THOMAS SHAPIRO**

David R. Pokross Professor of Law and Social Policy and Director, Institute on Assets and Social Policy

Professor Shapiro directs the Institute on Assets and Social Policy. His primary focus is in racial inequality and public policy. He is a leader in the asset development field with a particular focus on closing the racial wealth gap. An award-winning researcher and author of five books, including *"Toxic Inequality: How America's Wealth Gap Destroys Mobility, Deepens the Racial Divide, and Threatens Our Future,"* he lectures to general, professional, policy, community, foundation and university audiences throughout the United States.

# Heller Research Institutes, Centers and Collaboratives

The Heller School's research centers and institutes contribute to the intellectual foundation and scholarship within the school and help to bridge the gap between theory and practice. Programs and research within the institutes and centers offer courses in students' areas of expertise, provide fellowship, employment and internship opportunities, and, most importantly, allow students to participate in cutting-edge research and collaborate across degree concentrations.

## **SCHNEIDER INSTITUTES FOR HEALTH POLICY**

The Schneider Institutes for Health Policy encompass three entities focused on health care. The **Institute on Healthcare Systems** conducts groundbreaking research to provide rigorous technical solutions to policymakers and other stakeholders who are striving to improve the quality, efficiency and value of health care systems. It educates private and public health care policymakers and develops organizational solutions in the areas of payment options, delivery systems and patient care practices, particularly for vulnerable populations, and hosts state and national forums on health care policy issues.

The **Institute for Behavioral Health** examines the intersection of health, behavior and delivery systems of care in order to determine how these systems can be most effective, promote healthier lifestyles, and assist individuals in developing behaviors that lead to better health. The **Opioid Policy Research Collaborative**, housed within the Institute for Behavioral Health, helps policymakers, health officials and other public and private

stakeholders tackle the epidemic of opioid addiction and overdose deaths.

With a focus on the poor and on social justice, the **Institute for Global Health and Development** engages in direct government advising, policy-relevant research and evaluation, and advocacy to impact policymaking in partnership with like-minded institutions in the U.S., the international community and the developing world.

## **THE INSTITUTE ON ASSETS AND SOCIAL POLICY**

The Institute on Assets and Social Policy is dedicated to promoting a better understanding of how assets and asset-building opportunities improve the well-being and financial stability of individuals and families outside the economic mainstream, including seniors, minorities and women.

## **THE INSTITUTE FOR CHILD, YOUTH AND FAMILY POLICY**

The Institute for Child, Youth and Family Policy focuses on children and adolescents in the child welfare system, children with physical and intellectual disabilities, immigrant children, teenage parents and other population groups that may need effective social programs in order to reach their maximum productivity. The institute's interdisciplinary approach incorporates the fields of psychology, public health, social policy and social work.

The **Center for Youth and Communities** works in partnership with government, foundations, nonprofit organizations and private businesses to develop education and service initiatives for youth across the U.S. It has shaped

policy and practice during six White House administrations.

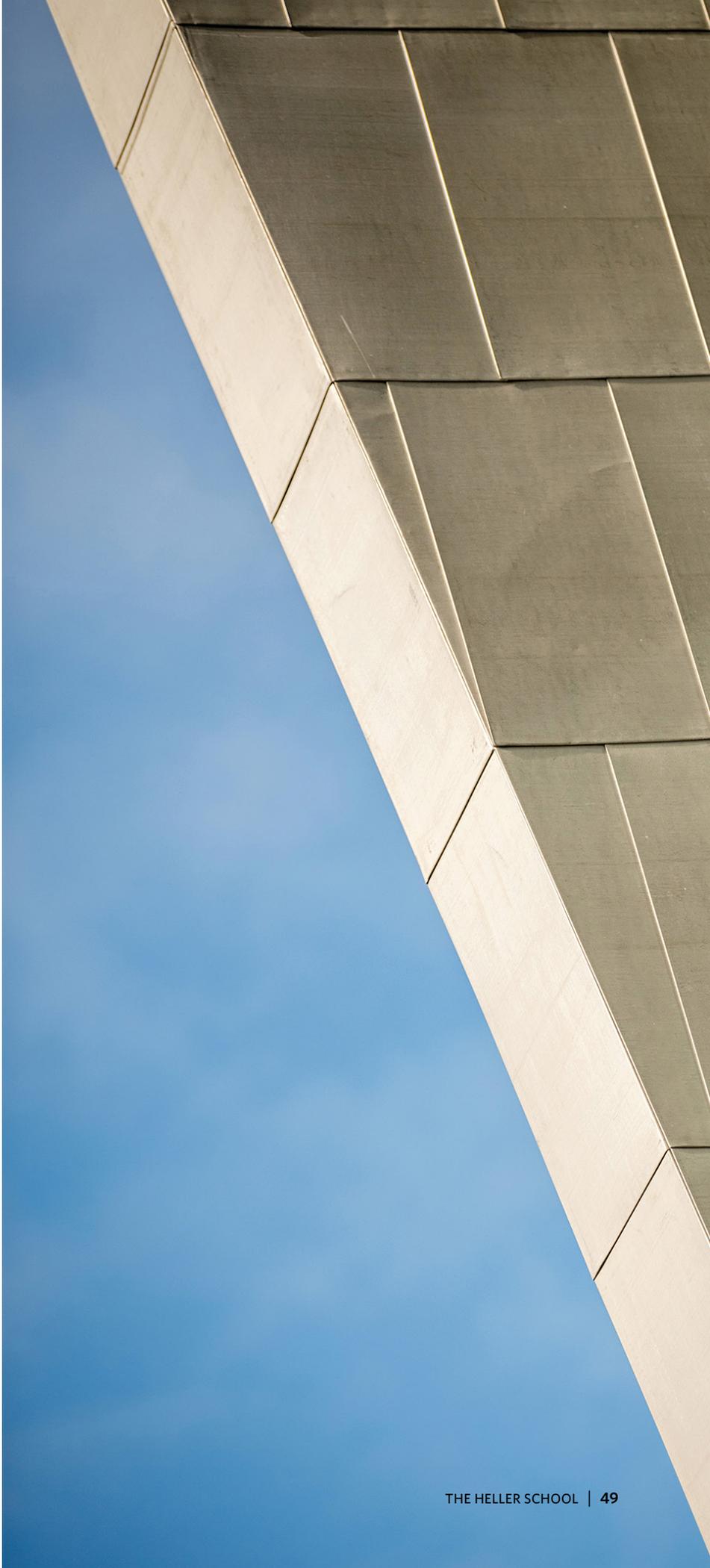
## **THE SILLERMAN CENTER FOR THE ADVANCEMENT OF PHILANTHROPY**

With the Center for Youth and Communities, The Sillerman Center works with a coalition of 38 U.S. corporations to provide the foundation for students to become knowledgeable policy and management leaders through sponsorship of original research on philanthropy, student fellowships and internships, events and workshops, and competitions to stimulate innovation and creative thinking in philanthropy.

The center also assists private, family and corporate foundations and individual philanthropists in exploring and engaging in policy solutions to social issues and developing grant-making programs that address inequities in society.

## **THE LURIE INSTITUTE FOR DISABILITY POLICY**

Researchers at The Lurie Institute for Disability Policy study disability policy in the United States — with a special emphasis on persons with autism and other disabilities across the lifespan — in order to improve lives through innovative social policies that foster inclusion within mainstream society. The institute's **Nathan and Toby Starr Center** is focused on the impact on families of lifelong caregiving for a member with developmental disabilities, the impact of early intervention services on children and families, and access to health care for children with special health care needs.



**THE RELATIONAL  
COORDINATION RESEARCH  
COLLABORATIVE**

Relational coordination is communicating and relating within and across teams for the purpose of task integration — a powerful driver of performance when work is interdependent, uncertain and time constrained.

RCRC's mission is to foster the development of relational coordination theory, research and practice.

**THE CENTER FOR GLOBAL DEVELOPMENT AND SUSTAINABILITY**

The Center for Global Development and Sustainability advances scholarship and applied research on problems of vulnerability in developing countries as well as in advanced economies. GDS engages in partnerships in the U.S. and throughout the world that build understanding and expand capacity for sustainable and emancipatory development.



**BENNY BELVIN**

Assistant Dean for  
Career Development

# Heller Career Development

## A Vast Network. A Lifelong Partner.

### **BY YOUR SIDE THROUGH EVERY STEP OF YOUR CAREER JOURNEY**

The Heller School's Career Development Center helps students put their education into action. Our team gets to know you from day one, asking questions that get to the heart of your career ambitions and working with you throughout your course of study to make sure you're on the right path to make them a reality.

We offer a wide range of tools, programs, individualized planning services, group workshops and presentations related to career preparation. These resources run the gamut from professional communications and presentation techniques to interviewing strategies and salary negotiations, and we tailor each program to support your unique career goals.

Whether you're exploring a summer internship, searching for your first job after graduation or taking on a leadership role in your field years after you graduate, the Career Development Center is here to help you put your skills to work for the good of the world — today, tomorrow and for years to come.

### **EMPLOYER TREKS AND CAMPUS EVENTS**

Throughout the academic year, Heller and Brandeis University host career fairs and a range of other informational and networking events that bring in-demand employers to our campus. We also sponsor Employer Treks to organizations in Boston, New York City and Washington, D.C. These treks offer a chance to gain real insight into the work of a particular organization, the skills you'll need to succeed there and the steps you can take to advance

toward positions that fit your skills and interests.

You'll have direct, face-to-face access to rising stars in your chosen field, many of them Heller alumni, and the treks' small group settings are ideal opportunities to make a lasting impression on future colleagues and partners.

Our Employer Treks and campus events connect students with a wide range of organizations, including:

- + United Nations Development Programme
- + Partners in Health
- + RTI International
- + AT&T
- + Management Science for Health
- + Jobs for the Future

### **GROW YOUR NETWORK**

Our community of more than 4,300 Heller alumni is an invaluable resource to students — from the day they arrive on campus to graduation and beyond. Our alumni mentor current students, offering advice and guidance related to internships, fellowships and jobs. When you graduate from Heller, you'll join this powerful, growing network. You'll benefit from our alumni network's global reach and deep professional connections, and forever be part of a community that's truly committed to doing work that advances social justice.

Heller graduates go on to work for some of the world's most prestigious and impactful public and private organizations, NGOs and government agencies, including:

- + ABT Associates
- + Deloitte
- + The Klarman Family Foundation
- + Mercy Corps
- + Earthwatch Institute
- + Ariadne Labs
- + Booz Allen Hamilton
- + BRAC
- + Oxfam
- + Partners HealthCare
- + Root Cause
- + The Boston Foundation
- + United Nations Population Fund
- + USAID
- + Boston Impact Initiative
- + Brookings Institute
- + Center for Health Information Analysis
- + John Snow Inc.
- + Urban Institute
- + Center for Social Innovation

A woman with grey hair pulled back, wearing glasses and a dark blue top, is speaking at a podium. She is gesturing with her right hand. A microphone is positioned in front of her. The background is a light-colored wood-paneled wall.

“We’re placing equity and inclusion at the center of our equation. We’re creating a community and learning experience where everyone will succeed. We’re creating a strengths-based approach, inspiring dialogue across diverse perspectives.

“We are promoting multicultural andragogy and responsible, relevant teaching and learning in higher education. With equity, inclusion and diversity comes excellence. With intellectual empathy comes success. That’s the goal and beauty of Heller.”

**MARIA MADISON**

Associate Dean for Equity, Inclusion and Diversity

# The Heller Community

## **AUTHENTIC CONNECTIONS THAT FUEL TRANSFORMATIONAL GROWTH**

The student community at Heller is one fueled by continuous growth and learning — both in and out of the classroom.

Our various student groups and associations exemplify a commitment to inclusive, progressive dialogue. Entrepreneurial pitch competitions, art exhibits, cultural celebrations, academic conferences, guest speakers and structured conversations foster the sharing of diverse ideas and perspectives. As a member of the Heller community, you'll discover countless ways to get involved, broaden your comfort zone and make meaningful, enduring connections.

## **THE HELLER STUDENT ASSOCIATION**

Communities thrive when their members are united by a sense of purpose and empowered to make their voices heard. The Heller Student Association is a group that gives every student the opportunity to participate in decision-making at the school. Composed of representatives from each of our degree programs, the HSA hosts a range of different activities and events throughout the year.

By creating cross-collaboration among Heller students, professors, staff and campus organizations, the HSA integrates our many voices, allowing us to provide direct, meaningful input to faculty, program directors and administrators on a wide range of issues. It's an important part of our pledge to build an open, self-aware and reflective community that helps guide the evolution of our institution.

## **COMING TOGETHER AROUND SHARED INTERESTS**

Working groups at Heller are student-led organizations that provide a place for students to connect around shared passions, interests, backgrounds and identities. These groups, which in many ways function like student clubs, sponsor on-campus events, discussions and celebrations that foster collaboration and intersectionality within the Heller community. Our current working groups span a range of interests and subjects as diverse as Heller itself:

- + [Asian Student Working Group](#)
- + [Powerful Asian Women](#)
- + [Education Working Group](#)
- + [Black Graduate Student Association](#)
- + [Brandeis University Africa Forum](#)
- + [Global Goals Working Group](#)
- + [Solidarity Network](#)
- + [Environmental Justice Working Group](#)
- + [Heller Consulting Group](#)
- + [Net Impact — Heller Chapter](#)
- + [DisABILITY Working Group](#)
- + [Sin Fronteras](#)
- + [Gender Working Group](#)
- + [Heller Hip Hop Dance Crew](#)

## **EVENTS, CONFERENCES AND GUEST SPEAKERS**

Opportunities to learn and grow at Heller extend far beyond our immediate community. Our students and faculty regularly participate in social impact events and conferences in Boston and across the country, and guest speakers from across the social

policy ecosystem frequently visit campus. These events elevate the discourse around social impact theory and practice.

## **GET TO KNOW THE LARGER COMMUNITY**

Heller students actively participate in the more than 240 student clubs and activities hosted on the Brandeis campus. From student associations focused on intellectual advancement, competition and activism, to community service organizations, to performance and sports, there's no shortage of opportunities for our students to make connections within the larger Brandeis family. Whether you're pursuing lifelong passions or giving yourself a chance to dive into something new, it's just one more way to grow and thrive outside the classroom.

# Brandeis University

The Heller School is part of Brandeis University, a globally respected research university committed to active citizenship, social justice and ongoing examination of the social, cultural and economic inequalities that impact power and privilege. Ranked among the U.S. News & World Report's top 35 national institutions since the ranking's inception, the university is named for Supreme Court Justice Louis D. Brandeis — a leader of the progressive movement who considered the law a vehicle for social change and the advancement of social justice and equality.

Throughout his tenure in the formative years of the 20th century, Brandeis' staunch opposition to powerful corporations, monopolies, public corruption and mass consumerism earned him the title of "The People's Judge." As the first

Jewish associate justice of the court, he understood all too well what it means to challenge and surmount the social and professional barriers that arise from a culture of bias and prejudice, and he was tireless in his pursuit of egalitarian ideals from the bench.

The Heller School is both proud and fortunate to work alongside members of an undergraduate community that shares our vision for the future, and which so fully realizes the courageous ideals of its namesake.





## Waltham and Boston: Two cities. Countless opportunities.

The Heller School and Brandeis University are located in Waltham, Massachusetts — a historic city that combines picturesque New England charm with a vibrant, international culinary scene and a burgeoning musical and artistic community. Waltham is just nine miles from Boston, a hub of opportunity for careers in health care, social impact organizations and social policy research.

Waltham is a welcoming, convenient and diverse community. Our students live in residential neighborhoods that

are an easy walk from campus, and the nearby Brandeis/Roberts MBTA commuter rail station provides direct access to downtown Boston, Cambridge and Somerville in just 20 minutes.

Heller's base in Waltham is the ideal gateway to Boston, a world-class city that's home to dozens of colleges and universities and is a major center for education, technology, finance, policy and medicine. The Greater Boston area is a hotbed of culture and opportunity. From some of the nation's finest libraries and museums, to rich coastal

and forest landscapes studded with historical landmarks, to lecture series, art exhibitions, musical performances and sporting events, New England's capital city has something for everyone.

There's no better place to be a student, and no greater city for building a career that advances the cause of social justice.

# Admissions

The Heller School seeks students who are dedicated to finding solutions to some of the world's most pressing social problems and who are passionate about putting those solutions into action. We recognize and appreciate that a commitment to social justice can take many forms, from workplace accomplishments to community involvement and scholarship. We actively and purposefully seek a diverse student body that reflects a variety of backgrounds, cultures and nationalities, as well as a range of professional and personal interests and experience.

Please contact our admissions team if you have questions about our programs, the Heller community or the admissions process.

## JOIN US AT AN EVENT

The best way to learn more about Heller is to experience it yourself. We hold events throughout the year to welcome prospective students into our community. They're your chance to learn more about our programs and to meet our faculty, students and admissions staff. Campus Visit Days include a class visit and meeting with current students, and our Saturday Open House is another opportunity to connect with program directors, current students and admissions staff. We also offer virtual events for those unable to visit in person.

## FINANCIAL AID

Funding a graduate degree is one of the biggest investments you can make in yourself and your career, and we're committed to helping you navigate the process. We offer generous, merit-based scholarships and can direct you to information about outside scholarships and student loans.

## OUR COMMITMENT TO DIVERSITY

The Heller School is a vibrant academic learning community of scholars, students and staff dedicated to creating a welcoming environment that builds and supports respectful dialogue across groups and individual differences in every aspect of our work and social interactions. We seek to ensure a safe and inclusive environment in which community members respect and value the perspective and contribution of all others. In the pursuit of the Heller mission, Knowledge Advancing Social Justice, we are committed to diversity and equity in our research institutes, academic programs, policies and community relationships.

The Heller School endorses a broad definition of diversity reflective of differences that include, but are not limited to: age, race, ethnicity, language, nationality, culture, economic status and background, gender, sexual orientation and identity, religion, political views, academic background and interests, abilities, learning styles and pace, physical appearance and individual personality.

## CONTACT

**P:** 781-736-3820  
**E:** [helleradmissions@brandeis.edu](mailto:helleradmissions@brandeis.edu)  
[heller.brandeis.edu](http://heller.brandeis.edu)

Brandeis University  
The Heller School for  
Social Policy and Management  
415 South Street, MS 035  
Waltham, MA, 02453-2728

## HELLER DEGREE PROGRAMS

- + Master of Public Policy
- + Social Impact MBA
- + MA in Conflict Resolution and Coexistence
- + MA in Sustainable International Development
- + MS in Global Health Policy and Management
- + PhD in Social Policy
- + Executive MBA for Physicians

## DUAL AND JOINT DEGREES

### *With Heller Programs*

- + MBA and Master of Public Policy
- + MBA and MA in Conflict Resolution and Coexistence
- + MBA and MA in Sustainable International Development
- + MBA and MS in Global Health Policy and Management
- + MA in Conflict Resolution and Coexistence and MS in Global Health Policy and Management
- + MA in Sustainable International Development and MA in Conflict Resolution and Coexistence
- + MA in Sustainable International Development and MS in Global Health Policy and Management

### *With Brandeis Programs*

- + MBA and MA in Jewish Professional Leadership
- + Master of Public Policy and MA in Jewish Professional Leadership
- + MBA and MS in Biotechnology
- + Joint MA in Conflict Resolution and Coexistence and Near Eastern and Judaic Studies
- + Joint MA in Sustainable International Development and Women's, Gender and Sexuality
- + Joint PhD in Social Policy and Sociology

### *With Other Universities*

- + MBA and MD from Tufts University School of Medicine
- + MBA and Master of Biomedical Sciences from Tufts University School of Medicine
- + MA in Sustainable International Development and JD from Northeastern University School of Law
- + MA in Sustainable International Development and LLM from Northeastern University School of Law

- + MA in Conflict Resolution and Coexistence and MA in International Law and Human Rights from the University for Peace in Costa Rica
- + MA in Conflict Resolution and Coexistence and MA in International Public Policy from KDI School of Government in South Korea

## PHOTO CREDITS

Tom Kates Photography: cover photo;  
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34-35, 40-41, 51, 54, 55 (left)  
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