

BRANDEIS UNIVERSITY

The Heller School

FOR SOCIAL POLICY AND MANAGEMENT

KNOWLEDGE ADVANCING SOCIAL JUSTICE / ANNUAL REPORT FY2011



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I am pleased to share this report on Brandeis University's Heller School for Social Policy and Management's FY'11 activities.

This is a time of great flux in the social policy and management field. The global financial crisis of the last four years has simultaneously increased the demand for social services while depleting funds to support the delivery of these services. In developing countries, infrastructure and financial support for social services are even more limited in spite of substantial human deprivation. As a result, the need for new leadership and a better understanding of what works in the realm of social policy given scarce resources has never been greater.

Our mission at the Heller School is to drive positive social change through research, education and public engagement that inform policies and programs designed to address disparities in well-being and to promote social inclusion in a sustainable way. We are dedicated researchers, applying social, economic and political science to solve pressing domestic and global problems. We are also steadfast idealists, working toward a better world through the knowledge

we generate, the leaders we educate and the communities we engage with globally.

Developing and using social science theory along with the most advanced quantitative and qualitative evaluation methods, scholars at Heller are pushing the academic, policy and practice frontiers. Distinguishing features of the Heller School's academic programs and research activities include its focus on the relation between equitable social policies and effective organizational leadership, as well as a growing global perspective on policies and programs that promote human well-being.

This first annual report showcases a broad sampling of what is possible when academics, researchers and those seeking knowledge intersect. For a deeper look into any of the research and academic programs at the Heller School, please visit our website at heller.brandeis.edu.



Lisa M. Lynch

*Dean and Maurice B. Hexter Professor
of Social and Economic Policy*



SUSAN L. PARISH

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



WHERE KNOWLEDGE MEETS NEED

Our aim is to address society's most pressing challenges. So you'll find our work not only in academic journals, but also at the heart of public policies, groundbreaking health care systems and successful social programs.

THE RACIAL WEALTH GAP CONTINUES TO WIDEN



“Even when African-Americans do everything right — get an education and work hard at well-paying jobs — they cannot achieve the wealth of their white peers in the workforce,” says Thomas Shapiro, Pokross Professor of Law and Social Policy and director of Heller’s Institute on Assets and Social Policy (IASP).

A study released by the IASP revealed that the wealth gap between white and African-American families increased more than 400 percent between 1984 and 2007. This fourfold increase is partly the result of public policies such as tax cuts benefiting the wealthiest, as well as persistent discrimination in housing, credit and labor markets, according to IASP’s analysis.

“Public policies have played and continue to play a major role in creating and sustaining the racial wealth gap, and they must play a role in closing it,” says Shapiro, author of “The Hidden Cost of Being African American.”

UNDERSTANDING HOW NEW LEGISLATION IS RESHAPING BEHAVIORAL HEALTH CARE



Health care reform has mainly focused on providing medical coverage for the uninsured. But health reform and other new legislation will also change the

way Americans — including those who already have insurance — are treated for mental health issues, drug and alcohol abuse, and other behavioral health problems.

That's why Constance M. Horgan, professor, associate dean for research and director of Heller's Institute for Behavioral Health (IBH), is leading a survey of the nation's private health plans to assess how recent legislation could affect the accessibility and quality of the behavioral health services they offer. This legislation includes national health care reform as well as the new federal parity law requiring that health plans covering behavioral health must offer behavioral health benefits that are equal to their medical benefits. This survey is just one of 50 funded research projects being conducted by IBH in FY'11.

The Brandeis 2010 and 2012 Health Plan Surveys, continuing a series begun in 1999, will track trends in how alcohol

and drug abuse services and mental health services are provided for more than 200 million privately insured individuals. Funded by the National Institute on Alcohol Abuse and Alcoholism and the National Institute on Drug Abuse, the new rounds of the survey are led by Professor Horgan and her team (Sharon Reif, Ph.D.'02, Professor Deborah Garnick, Associate Professor Dominic Hodgkin, Elizabeth Merrick, Ph.D.'98, and Maureen Stewart, Ph.D.'09) at IBH, part of the Schneider Institutes for Health Policy.

The survey is designed to reveal how health plans are implementing the new federal parity law and to explore other issues affecting behavioral care. These include the use of information technology, wellness programs, performance and quality incentives, and the integration of behavioral health treatment into primary care. It will also track changes covered by earlier surveys, such as screening in primary care, treatment approaches, provider payment and risk sharing, benefit design, and utilization management.

The results will be relevant to a range of health care industry constituents — from policymakers and consumer advocacy groups to health plan executives.

A portrait of Anita Hill, a Black woman with dark, curly hair, smiling warmly. She is wearing a light blue button-down shirt under a dark blue ribbed cardigan. Her accessories include a pearl necklace, gold hoop earrings, a gold watch, and a gold bracelet. The background shows a blurred office or classroom setting with a framed anatomical diagram on the left and a framed certificate on the right.

**“ENERGIZED BY A RICH
INTELLECTUAL CLASSROOM
EXPERIENCE AND A PASSION
FOR SOCIAL JUSTICE,
HELLER STUDENTS ACTIVELY
ENGAGE TO DEVELOP
SOLUTIONS TO SOCIETY’S
MOST VEXING CHALLENGES.”**

ANITA HILL
PROFESSOR OF SOCIAL POLICY, LAW
AND WOMEN’S STUDIES

CHILDREN'S HEALTH CARE: LATINOS V. NON-LATINOS

Ensuring that a child with developmental disabilities receives appropriate health care means families must deal effectively with insurance companies and health care providers. These challenges are starkly more difficult for Latino parents.

A study by Heller's Lurie Institute for Disability Policy revealed disparities between Latinos and non-Latino whites in health care use by those with autism and other developmental disabilities. Latinos had greater unmet needs for routine services and more difficulty using services. Moreover, providers' behaviors — not spending enough time with the child, being culturally insensitive and failing to make parents feel like partners in the treatment process — resulted in markedly worse health care utilization patterns for Latino children.

"Policy changes that require health care providers to respond appropriately to their Latino patients' autism and other developmental disabilities are critical," says Susan Parish, Nancy Lurie Marks Professor of Disability Policy and Lurie Institute director. "We hope this study will stimulate the development of incentives to promote better quality of care, including cultural competence, among health care providers who work with this vulnerable population."

IMPROVING QUALITY THROUGH MEDICARE HOSPITAL VALUE-BASED PURCHASING

A key goal of health care reform is improving quality while reducing cost. Now, with help from Associate Professor Christopher Tompkins, M.M.H.S.'82, Ph.D.'91, director of Heller's Institute on Healthcare Systems, the government is tracking how well hospitals perform on quality measures and is rewarding those that perform well.

Under the new Medicare Hospital Value-Based Purchasing Program, Medicare is assessing performance at thousands of hospitals. Since they first reported to Congress on the subject in 2007, Tompkins and his team have produced several follow-up studies, supporting program specifications and regulations, summarizing performance measures, and helping devise incentive payments.

AVERTING A CRISIS IN DIRECT CARE SERVICES

With improved longevity and the aging baby boomer generation, demand for direct care workers such as home health aides, nursing assistants and personal care attendants is expected to soar. Christine E. Bishop, Atran Professor of Labor Economics, is investigating what impact wages may have on the future supply of such front-line caregivers. Improving wages and working conditions could avert a potential crisis in care.

FACES OF HELLER



STUART H. ALTMAN
SOL C. CHAIKIN PROFESSOR OF NATIONAL HEALTH POLICY

Stuart Altman has made a substantial impact on national health care and on colleagues and students at the Heller School. As the Sol C. Chaikin Professor of National Health Policy, he inspires hundreds of present and future health care leaders. Serving as dean from 1977 to 1993 and again from 2005 to 2008, he helped cement the school's reputation for scholarly research and academic excellence. A health care economist, Altman has focused primarily on federal and state health policy. A recipient of the AcademyHealth Distinguished Investigator Award, he was named among the 100 Most Powerful People in Healthcare by Modern Healthcare. Today he chairs the Health Industry Forum as well as the Council on Health Care Economics and Policy, and recently he co-authored the forthcoming book "Power, Politics and Universal Health Care: The Inside Story of a Century-Long Battle."



JENNIFER ROSS
M.P.P.'11

After experiencing many challenges in the nonprofit sector, Jennifer Ross decided that furthering her education would give her the tools to help meet them. She enrolled in Heller's Master of Public Policy program, concentrating her studies on the needs of children, youth and families. In 2010, she was awarded a Sillerman Internship with a placement at the Hyams Foundation, where she was able to apply prior experience in youth development. She also became interested in philanthropy, capacity building and the use of data to inform best practices. She aspires to use her skills as an intermediary in the philanthropic community, helping to connect donors with programs and link programs with one another to foster the kind of collaboration and resource sharing that she saw lacking early in her career.



CONSTANCE M. HORGAN

Professor, associate dean for research, and director,
Institute for Behavioral Health



WHERE TODAY'S LEADERS SHAPE TOMORROW'S

Economists. Social and political scientists. Anthropologists. The Heller School attracts recognized leaders in a variety of fields. Together, they work to educate and inspire students whose backgrounds and interests are similarly varied, and whose commitment to social justice is equally unwavering.

LEADERSHIP LESSONS FROM THE MAESTRO



Jon Chilingirian, an associate professor at the Heller School, has studied leadership in health and human services, factories and the arts. And for more than a decade he has taught leadership by using nonparticipant observation, a method from his own research that allows students to interact with and experience leadership.

For example, he brought a group of students to Paris to observe Maestro Wolfgang Heinzl rehearsing. Though the maestro appeared to command musicians from the podium, in reality he was fostering the kind of collaboration that allows 75 independent professionals to create one magnificent voice. The maestro must continually adapt his leadership style to the needs of the team — engaging, coaching and building commitment to goals.

The style of great symphony leaders is thus a collective intelligence model of leading. They do not lead by telling and persuading. Instead, they lead by asking and listening. Chilingirian calls it true empowerment.

RELATIONAL COORDINATION: USING RELATIONSHIPS TO DRIVE PERFORMANCE



All too often, the study of management focuses on organizational structures, business procedures and financial metrics — overlooking the role played by people and the effects of how they work together.

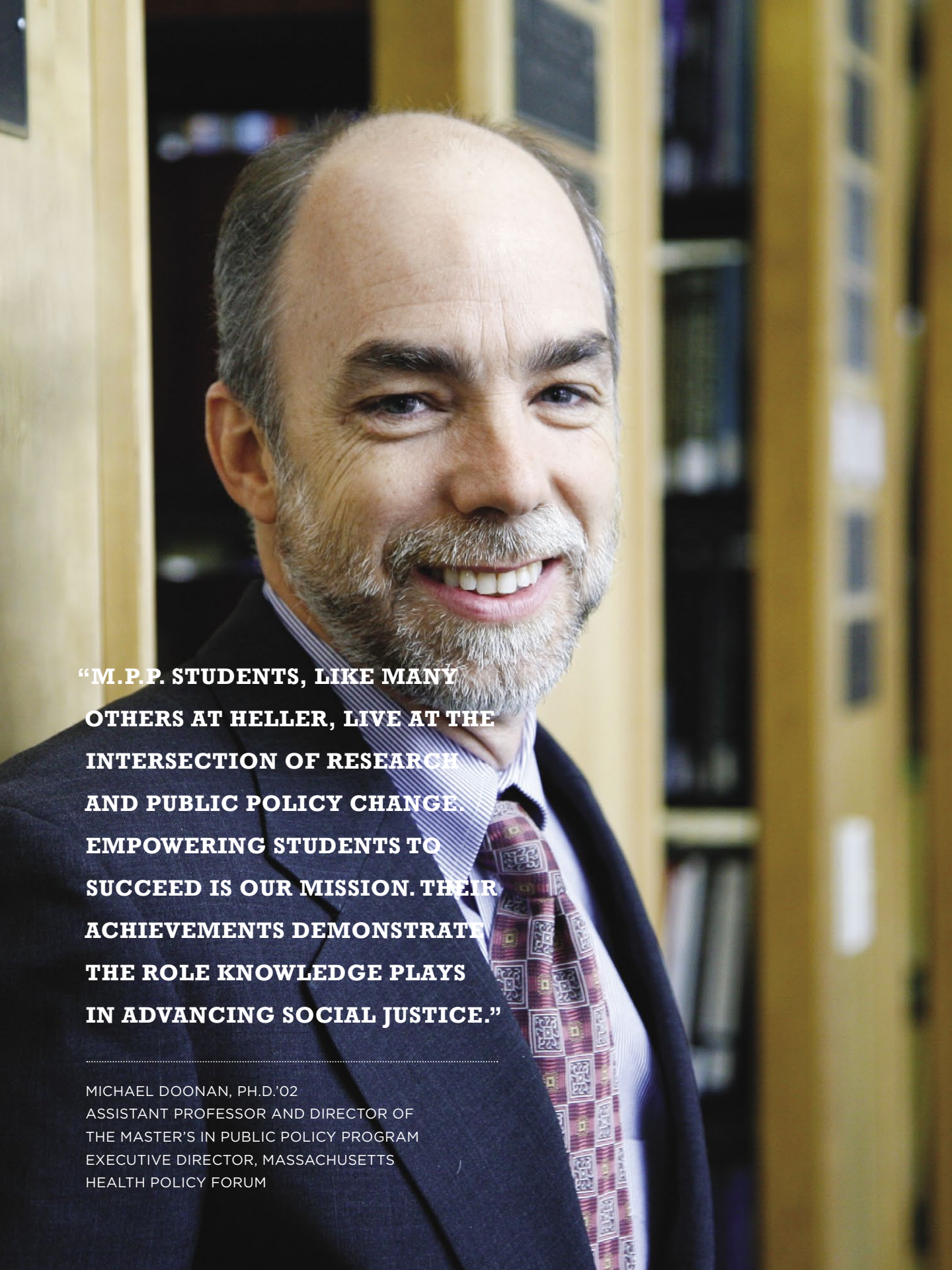
Professor of Management Jody Hoffer Gittell has taken a different, more humanistic approach. Her research reveals how coordinating complex processes in the workplace involves not only the management of interdependent tasks, but also “relational coordination” among the people who perform them, including everyone from senior managers to front-line workers.

Gittell has shown that effective coordination of highly interdependent work depends on shared goals, shared knowledge and mutual respect. Organizations that build these relationships across their workforce tend to be more successful at executing projects, achieving goals and serving customers.

Why do these relationships make such a difference? It's ultimately a matter of teamwork. Shared goals — such as

minimizing down time for airlines or improving patient outcomes — help employees see beyond their immediate tasks to the bigger picture. Shared knowledge allows each employee to understand how his or her specific function fits into the larger process. And mutual respect — from the executive suite to the customer service counter — helps everyone to see beyond status barriers to appreciate fully the work of others. These relationships help to foster frequent, timely, accurate communication focused on problem-solving rather than blaming.

While Gittell's groundbreaking research shows organizations how to improve performance, her courses at Heller instruct the next generation of leaders in public and nonprofit organizations. In 2011, Gittell co-authored her latest book, “Sociology of Organizations: Structures and Relationships” (Sage), with Mary Godwyn, and she contributed a chapter on “New Directions for Relational Coordination Theory” to “The Oxford Handbook of Positive Organizational Scholarship.” She also launched the Relational Coordination Research Collaborative at Heller, whose mission is to facilitate the use of relational coordination to transform organizations.

A portrait of Michael Doonan, a middle-aged man with a grey beard and mustache, smiling. He is wearing a dark suit jacket, a light blue striped shirt, and a red patterned tie. The background is a blurred bookshelf.

**“M.P.P. STUDENTS, LIKE MANY
OTHERS AT HELLER, LIVE AT THE
INTERSECTION OF RESEARCH
AND PUBLIC POLICY CHANGE.
EMPOWERING STUDENTS TO
SUCCEED IS OUR MISSION. THEIR
ACHIEVEMENTS DEMONSTRATE
THE ROLE KNOWLEDGE PLAYS
IN ADVANCING SOCIAL JUSTICE.”**

MICHAEL DOONAN, PH.D.'02
ASSISTANT PROFESSOR AND DIRECTOR OF
THE MASTER'S IN PUBLIC POLICY PROGRAM
EXECUTIVE DIRECTOR, MASSACHUSETTS
HEALTH POLICY FORUM

A CONTINUING LEGACY OF CITIZEN LEADERSHIP

Eli J. Segal '64 is remembered as the founder of the AmeriCorps national service program, as well as a Heller School Board of Overseers member. Today the Eli J. Segal Citizen Leadership Program extends his legacy by promoting public service and citizen leadership. The program supports Fellows who are Brandeis undergraduates and Heller Master's in Public Policy students. Fellows benefit from summer internships, leadership development activities, biannual lectures and a lifelong alumni network that includes mentoring from an impressive cadre of Segal's friends and colleagues.

LEARNING HOW TO HELP MINORITY STUDENTS FINISH COLLEGE

In September 2010, Heller began a two-year study of the Partnership for College Completion, a new initiative to increase college completion rates among low-income minority youth. The initiative is a partnership between the national charter school network KIPP (Knowledge Is Power Program) schools, the United Negro College Fund and the Corporation for Enterprise Development. The evaluation, which is focused on the implementation of a pilot effort in four cities, is being conducted by researchers from Heller's Institute on Assets and Social Policy and the Center for Youth and Communities.

SETTING STANDARDS FOR TRACKING PRESCRIPTION DRUGS

Addiction, overdoses and deaths from prescription drugs are soaring in the United States. While most states have prescription drug monitoring programs (PMPs), they vary in the ways they collect, analyze and apply data. To help share information and set standards, the Department of Justice selected Heller's Schneider Institutes for Health Policy to host the PMP Center of Excellence.

Heller scientist Peter Kreiner is the principal investigator for the center, which is identifying best practices and studying ways to maximize PMP effectiveness, helping to fill major knowledge gaps in the operations and utility of PMPs.

PREPARING YOUTH FOR A BRIGHTER FUTURE

For nearly 30 years, Heller's Center for Youth and Communities has worked to strengthen local communities and prepare young people for education, work and life.

Since 2006, the center has partnered with the Skillman Foundation to help evaluate and refine its Good Neighborhoods/Good Schools initiative. The foundation's commitment is aimed at ensuring that children living in six Detroit neighborhoods are safe, healthy, well-educated and prepared for adulthood.

FACES OF HELLER



THEODORE A. JOHNSON
ASSISTANT PROFESSOR IN THE COEXISTENCE
AND CONFLICT PROGRAM

From the South Side of Chicago to South Central Iraq, Assistant Professor Theodore Johnson has a background in conflict management that spans the globe. Prior to joining Brandeis in 2006, he worked as an international negotiation training consultant; built community mediation processes in post-apartheid South Africa; moved Greek and Turkish Cypriots toward bicomunal capacity-building; worked with universities and political leaders in Northern and South Central Iraq; and designed a nationally recognized community-based youth conflict resolution program. He also previously served as deputy district attorney and judge pro tem in Orange County, Calif. His experience working with governments, corporations, U.N. agencies and international organizations inform his courses at Heller, which include "Conflict and Development" as well as "Trends in Diversity Management."



BRIAN SCHON '06
M.B.A./M.P.P.'11

After graduating from Brandeis and working briefly in health care, Brian Schon decided to return to school. "I felt that there were aspects ... to the health policy realm that I would understand better by having management training," he says. So he enrolled in the Heller School's joint M.B.A./M.P.P. program, designed to provide students with expertise in policymaking and management. In 2009, Schon was selected as a Fellow in the Eli J. Segal Citizen Leadership Program at Heller. He now works for Primary Care Progress, a group that encourages young medical providers to practice primary care. "My work is truly at the nexus of policy and management," says Schon. "People have been really impressed with the education I've gotten at Heller, and I believe it has given me a competitive advantage in the workplace."



PHYLLIS SEGAL

A member of the Heller Board of Overseers, Segal was honored along with the Heller School by the Massachusetts Service Alliance for “elevating service in the Commonwealth.”

SARAH JANES, M.A.'12

Janes, an M.A./SID student, was selected by the Brandeis-India Initiative to conduct a second-year practicum in Assam, India.

ANYA RADER WALLACK, PH.D.'07

Wallack, special assistant to Vermont Governor Peter Shumlin, was the keynote speaker at Heller’s Massachusetts Health Policy Forum, titled “Stepping Toward Single Payer: An Inside Look at Vermont.”

NOTEWORTHY

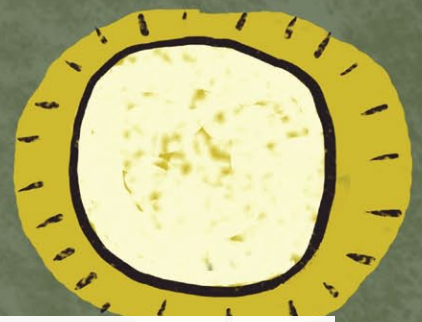


ALLYALA KRISHNA NANDAKUMAR
Professor of the Practice



WHERE COMMUNITY ENGAGEMENT HAPPENS ON A GLOBAL SCALE

From research across continents to policy reform around the globe, the impact of the Heller School is global. Our commitment to being a worldwide force stems in part from our own diversity. Heller students hail from more than 58 countries.



SPENDING MORE WISELY IN THE BATTLE AGAINST MALARIA



While global spending to treat malaria grew by a factor of 10 between 2001 and 2007, the disease continued to spread rapidly, with 250 million cases and 1 million deaths reported in 2006 alone.

Now, a new study led by Moaven Razavi, M.S.'06, Ph.D.'11, Professor A.K. Nandakumar, Professor Stanley Wallack, Gary Gaumer and Joanne Beswick, researchers at the Institute for Global Health and Development, suggests that a more targeted funding strategy is needed in the fight against malaria.

The study analyzed the relationships among disease rates, funding and treatment measures in more than 100 countries and predicted future trends based on geographic variation in number of cases. To reduce malaria worldwide, the researchers believe donor funding should focus on countries with a high number of cases — and should support treatment measures that address specific conditions within each country.

LEARNING FROM THE TSIMANE': MARKET FORCES INVADE THE AMAZON



What happens when civilization encroaches on an isolated tribe in the Amazon? For nearly a decade, Professor Ricardo

Godoy, funded in part by the National Science Foundation, has visited Bolivia to study the Tsimane' (cheeMAU-Nay), native Amazonians who live in remote villages in the foothills of the Andes.

The Tsimane' have occupied this region for thousands of years, hunting, fishing and practicing basic subsistence agriculture. But today their way of life is being reshaped by exposure to trade, education and jobs.

To measure these changes, Godoy and researchers from other universities are using data gathered through the Tsimane' Amazonian Panel Study. The study collects systematic biological, economic and social observations of the same person, household or village over many years.

The results reveal that while some Tsimane' are attracted by the benefits

of a market economy — such as health care, schooling and employment — others have tried to maintain their traditional lifestyle by withdrawing into even more remote areas.

The study also assesses the market economy's impact on health, emotions and lifestyle. Surprisingly, the tribe's physical health so far appears unaffected — although their attitudes have evolved. Asked about their levels of happiness, sadness and anger, Godoy notes that “over time they report more happiness, although none of their other emotions change.”

Another unexpected finding involved the Tsimane' people's understanding of plants used for farming and medicine. Researchers surmised that tribe members might lose traditional knowledge as a result of being exposed to the market economy. But this did not prove true, which is fortunate for the tribe and the rest of the world. The Tsimane' continue to use plants to protect their children's health, and, with their knowledge of farming, they work to curb deforestation.

UNDERSTANDING THE THREATS AND COSTS OF DENGUE

A viral febrile illness transmitted by mosquitoes, dengue poses a deadly health threat for millions of people and carries a heavy economic cost. Since 2002, Professor Donald Shepard has led a series of studies assessing the total burden imposed by dengue. Shepard and colleagues published the first cost-effectiveness study of a potential dengue vaccine in 2004 and later led an eight-country study of dengue's impact. This year a special issue of the World Health Organization's Dengue Bulletin included seven papers with Heller School co-authors.

TESTING GOVERNMENTS ON THEIR COMMITMENT TO COEXISTENCE

For Professor Mari Fitzduff, director of the M.A. in Coexistence and Conflict, testing governments about the way they manage diverse or divided societies isn't new. She originally proposed it in 1999, and since then it's been embraced by the Club of Madrid, a nonprofit organization composed of 80 democratic former presidents and prime ministers from 56 countries. This year, Fitzduff introduced the Government Audit of the Club of Madrid Commitments for Shared Societies. The audit poses 10 major questions on how coexistence and diversity are encouraged through government, legislation, education and the media.

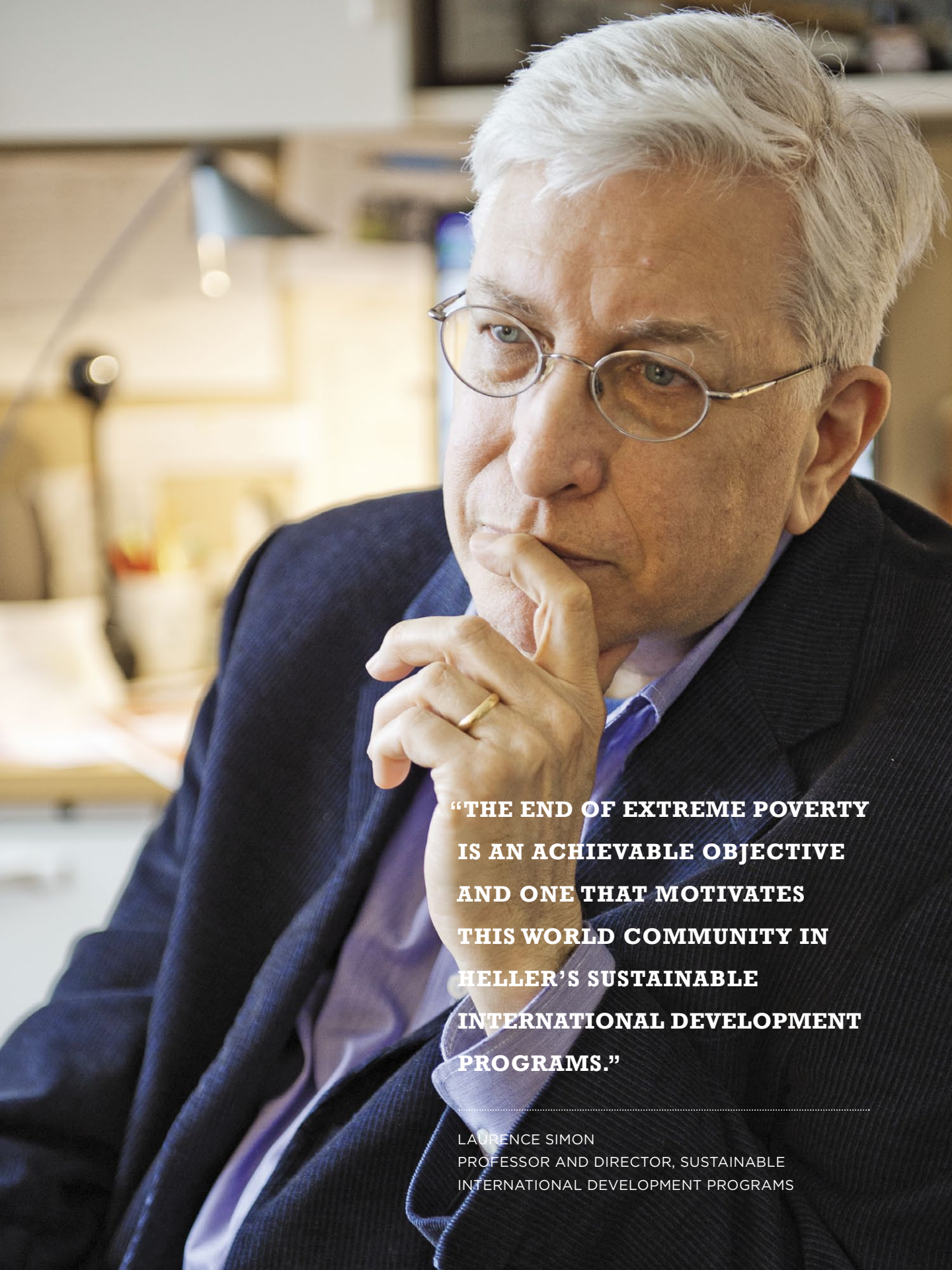
SCALING UP THE MOST INNOVATIVE IDEAS IN INTERNATIONAL DEVELOPMENT

In 2008, the World Bank's Development Marketplace funded 22 demonstration projects in agriculture and rural development. Now Heller professors Susan Holcombe and Laurence Simon are leading a study to determine which projects will work on a larger scale.

The first stage involved reviewing literature and offering an initial appraisal of each project. Next, faculty and graduate students visited sites in Mongolia, Nigeria and India to research case studies and shoot video. A final report will recommend next steps for expanding or replicating successful projects or innovations.

HELPING NGOs FIGHT AIDS IN CHINA

In 2010, Tsinghua University and the Gates Foundation commissioned Joan Kaufman, distinguished scientist and senior lecturer at the Heller School, to work with them on promoting AIDS prevention in China. Primary objectives of the project include strengthening nongovernmental organizations (NGOs) that deal with AIDS and improving the ties between those organizations and the Chinese government. A literature review and a teaching case also will be developed on using financial incentives to increase the acceptance and use of testing and preventive measures among groups most at risk from HIV.



**“THE END OF EXTREME POVERTY
IS AN ACHIEVABLE OBJECTIVE
AND ONE THAT MOTIVATES
THIS WORLD COMMUNITY IN
HELLER’S SUSTAINABLE
INTERNATIONAL DEVELOPMENT
PROGRAMS.”**

LAURENCE SIMON
PROFESSOR AND DIRECTOR, SUSTAINABLE
INTERNATIONAL DEVELOPMENT PROGRAMS

FACES OF HELLER



STANLEY S. WALLACK
PROFESSOR AND EXECUTIVE DIRECTOR, SCHNEIDER INSTITUTES
FOR HEALTH POLICY

An economist, Professor Stanley Wallack has played an active role in health services research and policy. Prior to Brandeis, he headed the health area at the Congressional Budget Office. At Brandeis, he has developed innovative demonstrations that integrate acute and long-term care for the elderly and disabled. His research on aligning health care organizations and physicians resulted in Medicare's Group Practice Demonstration, the first shared savings program that included efficiency and quality incentives. This program was the precursor of Accountable Care Organizations. Recently Wallack's research has included global studies on how donor funding is treated by recipient governments; the critical role of governments in diffusing health technologies; and the limited impact of expenditure increases in lowering malaria rates worldwide.



ANGÉLIQUE K. RWIYEREKA
M.D., M.S.'07, M.A.'10 AND PH.D. CANDIDATE

As a young physician in Rwanda, Angélique K. Rwiyereka grew dissatisfied with serving just a handful of patients. She wanted to serve the entire population better by improving the public health system. Studying health care policy and management at the Heller School complemented her medical degree, and financial aid enabled her to complete Heller's M.S. program and doctoral coursework. While serving as the director general of the Rwanda Ministry of Health, she coordinated programs both in physician and nurse training and in hospital accreditation in an effort to rebuild the health sector badly damaged during the Rwandan genocide. She is currently working in Rwanda while finalizing her dissertation. Rwiyereka credits her medical training as well as her Heller education for her ability to contribute to Rwanda's public health system.



MARION WILES HOWARD, M.A.'04

Senior Lecturer Howard was awarded the top prize at the **10th Conference of the Parties to the Convention on Biological Diversity (CBD)** in Nagoya, Japan, on October 20, 2010.

ASSOCIATE PROFESSOR SARITA BHALOTRA, M.D., PH.D.'99, coordinates the Health: Science, Society and Policy program, in which Brandeis undergraduates examine health and illness as complex biological, behavioral, social, political and economic phenomena.

NOTEWORTHY

SARAH GOGEL, M.A.'13

A dual degree M.A./J.D. student in Sustainable International Development, Gogel founded Global Potential, a non-profit international exchange program.

PERTULA GEORGE, M.A./SID'08

George, executive director of Common Good City Farm, received a visit from Prince Charles, who toured the facility on his trip to the United States in May.

REGINA NAMATOVU, M.A./SID'10

Namatovu authored the report "Engendering the Global Financial and Economic Crisis: Unveiling the Links Between Formal and Informal Sectors in the Mining Regions of Zambia and Their Gender Implications."

HELLER IN ACTION

The commitment to social justice shared by Heller students, faculty and alumni is clear in the actions of an active and vibrant Heller community. Here are a few examples.

ALTERNATIVE SPRING BREAK 2011

The alternative spring break trip, organized and led by dual degree coexistence and SID student Jill Kornetsky, had 15 international students doing environmental volunteer service in New Hampshire and on Cape Cod.

RAISING FUNDS FOR JAPAN RED CROSS

In response to the tsunami, Heller students joined forces with second-year student Saki Kumezawa, who was interning in her native Japan. Spending several days selling “Help Japan” bracelets between classes, the students raised \$1,500 for the Japan Red Cross.

2011 SILLERMAN PHILANTHROPY INTERNS

As part of its mission, the Sillerman Center for the Advancement of Philanthropy provides stipends for a select group of Heller M.P.P. and M.B.A. students for summer and fall internships annually. Students work in foundations and philanthropic advisory groups. This experience allows Heller students to add a complementary and different perspective on their nonprofit policy

and management studies. The 2011 summer interns include Nicole Hudson, M.P.P.'12, interning for the Blue Cross Blue Shield Foundation; and Ellen Tracy Marya, M.P.P.'12, interning for the Greater Worcester Community Foundation.

ALUMNI ON THE MOVE

From Antoinette Hays, Ph.D.'90, recently appointed president of Regis College in Weston, Mass., and John McGuire, M.M.H.S.'79, senior leader at the Center for Creative Leadership in Colorado Springs, Colo., and author of the recent book “Transforming Your Leadership Culture” to Dorothea Hertzberg, M.A.'07, recently appointed deputy director of the Peace Corps Paraguay program, Heller alumni truly do change the world.

HEALTH CARE EXECUTIVE LEADERSHIP PROGRAM

Heller's Executive Education Program empowers health care executives with concepts and tools needed to impact policy and improve performance. This year, 26 attendees from 26 organizations attended the six-day event. Participants are sponsored by 14 surgical societies.



TOP LEFT: Brenda Anderson, director, Heller M.B.A. program

MIDDLE LEFT: Melody Barnes, domestic policy adviser to President Obama, keynotes the Eli J. Segal '64 Citizen Leadership Program lecture.

BOTTOM LEFT: Brandeis President Frederick Lawrence welcomed participants at a Heller School event honoring the 50th anniversary of the Peace Corps.

TOP RIGHT: Emily Pohl, M.A./SID'11, during her practicum at Fount of Mercy in Uganda.

MIDDLE RIGHT: Colleagues of professors James J. Callahan Jr., Ph.D.'68, and Lorraine Vogel Klerman gathered in April to honor the late professors' work at a conference titled Social Policy Across the Lifespan.

BOTTOM RIGHT: Christine E. Bishop, director, Heller Ph.D. program.

FINANCIAL OVERVIEW

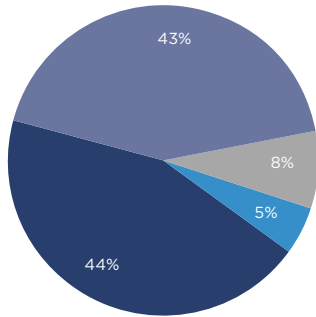
HELLER SCHOOL FOR SOCIAL POLICY AND MANAGEMENT FISCAL FACTS FOR THE YEAR ENDED JUNE 30, 2011 (IN MILLIONS)

REVENUES

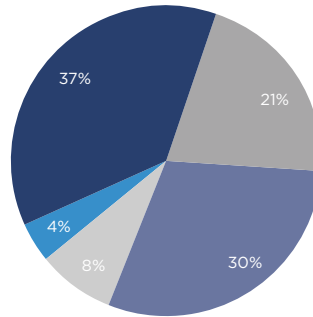
Gross Tuition & Fees	14.4
Sponsored Research Revenue	13.9
Current Use Gifts	2.7
Endowment Support	1.7
Total Revenue	32.7

EXPENSES

Financial Aid	6.4
Salaries, Wages & Fringe	8.8
Current Use Gift Expenses	2.5
Operating Expenses	1.1
Sponsored Research Expense	10.9
Total Expenses	29.7
Contribution to Brandeis University for Overhead Cost	3.0

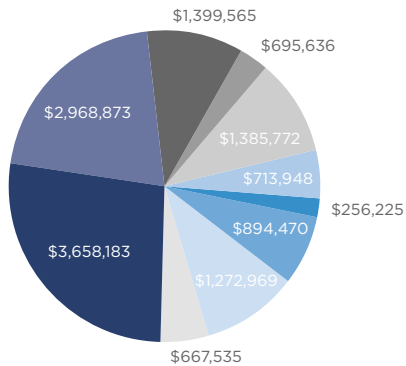


- Gross Tuition & Fees
- Sponsored Research Revenue
- Current Use Gifts
- Endowment Support



- Financial Aid
- Salaries, Wages & Fringe
- Current Use Gift Expenses
- Operating Expenses
- Sponsored Research Expense

SOURCES OF SPONSORED RESEARCH REVENUE FY'11



- National Institutes of Health
- Foundations
- Department of Justice
- Department of Health and Human Services
- Centers for Medicare and Medicaid Services
- Agency for Healthcare Research and Quality
- U.S. Agency for International Development
- Substance Abuse & Mental Health Services Administration
- Private
- Other

HELLER SCHOOL TOTAL ENROLLMENT FALL 2010

DEGREE PROGRAM	TOTAL # STUDENTS	MALE	FEMALE	U.S. CITIZENS	NON-U.S. CITIZENS
ALL STUDENTS	586	191	395	374	212
PH.D.	141	29	112	122	19
M.B.A.	84	32	52	77	7
MASTER OF PUBLIC POLICY (M.P.P.)	39	8	31	39	0
MASTER OF SUSTAINABLE INTERNATIONAL DEVELOPMENT (M.A./SID)	235	79	156	104	131
MASTER OF INTERNATIONAL HEALTH POLICY AND MANAGEMENT (M.S./IHPM)	37	22	15	6	31
M.A. COEXISTENCE AND CONFLICT	50	21	29	26	24

Fifty-eight countries of origin are represented within the Heller student body.

ENTERING CLASS 2010/11 BY DEGREE PROGRAM

DEGREE PROGRAM	NUMBER OF STUDENTS
PH.D.	25
M.B.A.	34
M.P.P.	26
M.S./IHPM	32
M.A./SID	90**
M.A. COEXISTENCE AND CONFLICT*	31**

**The master's degree program in coexistence and conflict accepted its first Heller class in 2010.*

***Includes dual-degree students*

PROFILE OF HELLER ENTERING CLASS 2010/11

ALL STUDENTS	238
FEMALE	151
MALE	87
U.S. CITIZENS	127
NON-U.S. CITIZENS	111
AVERAGE AGE	30
AGE RANGE	21-56

Forty-eight countries of origin are represented within the entering class. Three students are part-time.

RESEARCH CENTERS AND INSTITUTES

SCHNEIDER INSTITUTES FOR HEALTH POLICY

Institute on Healthcare Systems
Institute for Behavioral Health
Institute for Global Health and Development

INSTITUTE FOR CHILD, YOUTH AND FAMILY POLICY

Center for Youth and Communities

INSTITUTE ON ASSETS AND SOCIAL POLICY

SILLERMAN CENTER FOR THE ADVANCEMENT OF PHILANTHROPY

LURIE INSTITUTE FOR DISABILITY POLICY

Nathan and Toby Starr Center on Intellectual and
Developmental Disabilities

DEGREE PROGRAMS

Ph.D. in Social Policy
M.P.P. Master of Public Policy
M.B.A. in Nonprofit Management
M.A. in Sustainable International Development
M.S. in International Health Policy and Management
M.A. in Coexistence and Conflict
Dual and joint degree options available

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