

Brandeis University
The Heller School for Social Policy and Management



**Master of Science in
Global Health Policy and Management**

**Academic Policies and Procedures
2020-2021**

It is the policy of Brandeis University not to discriminate against any applicant on the basis of race, color, religion, sex, sexual or affectional preference, age, national origin, and/or veteran or disability status. The University operates under an affirmative action plan and encourages minorities and women to apply, both in terms of employment and to all the rights, privileges, programs and activities generally accorded or made available to its students.

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A Note to the Reader: Corrections and Updates to Policies and Procedures

Every effort is made to update this MS/GHPM Academic Policies and Procedures. Updates and corrections may be published at any time. It is your responsibility to confirm that you are using the most recent version. The Heller School reserves the right to correct or revise any information or policies and procedures that are not consistent or current with Brandeis University policies, regulations, and law.

Mission of The Heller School and Master's Degree Program Goals

Since its founding as the University's first professional school in 1959, The Heller School at Brandeis has been committed to developing new knowledge and insights in the field of social welfare and justice. Through the education of students and pursuit of research, The Heller School has actively engaged in examining policies and programs that respond to the changing needs of vulnerable individuals and social groups.

Improving health systems is crucial for improving the population health of countries around the world, but health care policy makers and managers face complex challenges with severely limited resources. The Master of Science Degree in Global Health Policy and Management is designed to tackle these problems and teach skills necessary to design and implement effective programs. The MS Program offers two concentrations for students to choose from: *Health Systems* and *Health Economics and Analytics (STEM)*. The MS Program will prepare students to address the challenges of improving health systems by bringing together experts in the fields of health systems, health economics, health care management, and broader aspects of international development. It is the goal of the MS Program in Global Health Policy and Management to provide:

- A core curriculum that builds a foundation of knowledge and skills within an integrative and interdisciplinary environment;
- Course offerings that foster breadth and depth at a Master's level in health system planning, health economics, management and policy influence;
- Varied educational experiences inside and outside the classroom;
- An academic year-in-residence that encourages students' self-reflection on the purpose and impact of their professional lives in their field;
- A multicultural and multinational environment that transcends divisions of nation, religion, race, class, gender, age, caste, or other particular identities.

MS in Global Health Policy and Management Program Director and Staff

The Master of Science in Global Health Policy and Management (MS/GHPM) has a director and staff, all of whom are happy to meet and work with students. For the 2020-2021 academic year, Allyala Nandakumar is the Program Director and Joleen Caraballo is the Program Administrator. The Heller Student Services team, led by Ravi Lakshmikanthan, is always available to support students. If you are unsure whom to approach about a particular concern, check with any director or program administrator.

Faculty Advisors

Upon arriving at the Heller School, all MS/GHPM students will be assigned an academic advisor who will assist in the selection of courses and provide support, especially during the year. The MS advisor will help explain the curriculum and clarify any questions students might have about the academic program. Students are encouraged to meet with their advisors as often as needed to discuss their progress and career plans.

MS/GHPM Program Requirements

The MS Program offers two concentrations: *Health Systems* and *Health Economics and Analytics (STEM)*. For both concentrations, the curriculum is divided into a set of core and elective courses that all students are required to take. Students are able to choose from courses within the MS Program, as well as from courses offered through the numerous other graduate programs at the Heller School, other schools of Brandeis University, and consortium universities of which Brandeis is a part of. The *Health Systems* concentration requires (22 core credits) and (minimum of 14 elective credits). The *STEM* concentration requires (26 core credits), (4 STEM elective credits), and (6 elective credits).

Required courses focus on the three main areas: analytical skills, design and financing of health systems, and public health. Requirements for dual and joint degrees vary according to the degrees being pursued.

*All MS students, regardless of length in the program, **must take a minimum of 18 credits each semester**, including both required and elective courses. Taking less than this minimum number of credits per semester requires written permission of the Program Director and will be permitted only in exceptional circumstances.*

Core Curriculum

The Master of Science in Global Health Policy and Management trains students in both health policy and management, and it addresses the critical gap that exists between planning and implementation of health programs within complex health systems. Students can select from two concentrations: *Health Systems* or *Health Economics and Analytics (STEM)*. The program has a mix of required core courses and elective courses.

The MS/GHPM curriculum is reviewed and updated annually. The latest information on MS/GHPM course requirements is distributed to all students and faculty prior to the start of Fall Semester. Core courses are either full semester (4 credits) or half semester module courses (2 credits). Not all courses are offered each year, so check the latest listings. The Heller School reserves the right to cancel courses if the minimum number of students for a course is not met. Minimum enrollment may differ for specific courses, in accordance with Heller policy.

Types of Courses:

- **Required Core courses** – Courses that must be taken in order to graduate
 - All MS students are required to take 22 or 26 credits throughout the Fall and Spring semesters, depending on their concentration. The specific core courses differ between the two concentrations.
 - *Health Systems* students are required to take 16 credits of core courses in the Fall and 6 credits of core courses in the Spring.

- *Health Economics and Analytics (STEM)* students are required to take 12 credits of core courses in the Fall, and 14 credits of core courses in the Spring.

- **Elective courses** – Courses that you choose to take. These are courses that will help enhance/improve or develop a student’s knowledge base or skill set. Students in the Health System Concentration can pick any elective course as long as the total number of elective credits fulfill the requirements for graduation (minimum 14 credits). Students in the Health Economics and Analytics (STEM) Concentration have specific elective requirements.
 - *Health Systems Concentration*- For the Fall semester, the minimum number of elective credits is 2, and the maximum is 8. For the Spring semester, the minimum number of elective credits is 8, and the maximum is 14.
 - *Health Economics and Analytics Concentration (STEM)*- For the Fall Semester, 6 credits of electives must be taken, with a maximum of 8 credits. For the Spring semester, 4 credits of electives must be taken, with a maximum of 10 credits.
 - Taking **less than the minimum or more than maximum number of elective credits per semester** requires written permission of the **Program Director** and will be permitted only in exceptional circumstances.
 - Elective courses can be taken at Heller, other Brandeis schools (i.e. International Business School, Graduate School of Arts & Sciences, Rabb School of Continuing Studies, Brandeis Undergraduate College of Arts & Sciences), or at a consortium university.
 - A student can take more than one elective course at The Heller School.
 - A student can take more than one elective course at other Brandeis schools.
 - A student can only take one elective course at a consortium university per semester.

- **Audit courses** – Courses that are optional and will not add to the credits taken in fulfillment to degree requirements. Audited courses will require the permission of the instructor. Not all professors allow students to audit their course. Each professor will have different audit requirements. If the student is permitted to audit and is able to fulfill the requirements set by the instructor, the audited course will appear in the student’s official transcript as an audited course. Paperwork needs to be filled out and submitted to the registrar in order to take a course as an audit.
 - Students may register up to a maximum of 6 audit credits per semester.

Request for Waiver of an Academic Requirement

Exemptions from certain required courses may be granted based on previous academic studies, professional training, or work experience. The MS/GHPM Program Director will approve exemptions in consultation with relevant faculty. Students who request an exemption from a required course must be evaluated to determine whether their prior educational background, as documented on transcripts, or professional training and experience, warrant the exemption. The MS/GHPM Program Director will determine the best method to assess this. Usually the course instructor leads the assessment. Students who waive a course requirement must replace the waived course with another course in the same subject area of total credit equal to the waived course.

The MS/GHPM Program Director must approve in writing any exception, exemption, or waiver to a policy regarding an academic requirement. Waivers from required courses are dealt with by the instructor and MS/GHPM Program Director. A written copy of any waiver must be placed in the student's official file at the Office of Student Records and Enrollment and a copy given to the student. If the student does not receive a written copy, s/he is advised **not** to assume that the waiver was granted. It is the student's responsibility to follow up on his/her special request.

Auditing Courses

Students may audit Heller School courses with the permission of the instructor. To have an audited course noted on his or her permanent record, the student must sign up for it as an audited course at the time of registration and notify the professor, who will be asked at the end of the semester to certify that the student has attended class on a regular basis. A student wishing to audit a course must clarify with the instructor the terms under which s/he is approved to audit.

Independent Study

Occasionally students wish to design an independent study that allows a more in-depth approach to a topic than offered by the curriculum or that allows exploration of a topic for which there is no course offering. To pursue such study for credit, students should identify a faculty member willing to supervise an Independent Study. Normally, a student is not permitted to do an independent study until having completed his/her first semester at The Heller School. Students are advised that professors who agree to supervise an Independent Study are doing so without adjustment to their normal workload. Some faculty will not have the time to supervise an Independent Study.

Credit for an Independent Study can be equivalent to a full semester or module course, and must include an amount of reading and writing comparable to a regular course. Written work could include a long paper, several shorter papers, critical essays or reflections on the literature, data analysis exercises, etc.

After conferring with an interested member of the faculty, students should design their own syllabus covering:

1. The topic and course title of the Independent Study;
2. The course objective and how it fits with the student's plan of study (ILP);
3. A weekly schedule including dates, topics, and weekly material the student will read;

4. What written work (assignments) the student will complete with deadlines; and
5. Dates when the student and faculty supervisor will meet (normally the minimum would be every two weeks).

The student and faculty supervisor will review and revise the syllabus. When both are satisfied with it, the student should submit it for approval to the MS/GHPM Program Director. After receiving program-level approval, the student must submit the syllabus to the Office of Student Records and Enrollment to register the Independent Study and place it on the student's record. A student can receive credit for no more than one Independent Study for the MS/GHPM degree. If there are special circumstances, a student should consult the MS/GHPM Program Director before planning a second Independent Study.

Individual Learning Plan

The MS/GHPM curriculum is designed to provide maximum breadth and choice as well as a moderate amount of depth. Each student will be assigned an advisor who, along with the MS/GHPM Program Director, will work with students to design an Individual Learning Plan (ILP), combining required courses and electives. Students may choose to take diverse electives or a cluster of electives within a thematic area to achieve greater depth (e.g. health policy, management, development, etc.). Electives may be other Heller courses, other Brandeis school courses, or Consortium courses. An approved ILP is required for each semester that an MS/GHPM student is at Brandeis.

Course Approval

Before a student finalizes their course selection each semester (see section on course enrollment and registration), the student should have reviewed their ILP with their academic advisor. Certain courses require permission of the instructor prior to registration and some courses have prerequisites (i.e. completion of a prior specified course).

Instructors must also approve your attendance if a student wishes to audit a course (i.e. sit in on the course without receiving a grade or credit). MS/GHPM students may not take more than 20 credits per semester without written permission from the MS/GHPM Program Director.

Requirements for Graduation

The requirements for graduation from the MS/GHPM program is completion of 36 course credits including all required courses. The student must complete all assignments, presentations and papers within the specified time provided by the instructor.

MS Orientation

During Fall Orientation, all incoming students are required to attend the MS/GHPM curriculum orientation, meet with their academic advisor, and attend a session with their academic advisor to discuss their course selection and ILP.

Course Selection and Registration

All registration for MS/GHPM courses is done on the Brandeis University website. Prior to the beginning of their first semester at The Heller School, students will receive curriculum materials, instructions on how to use the on-line registration system, and notification of the deadlines by which all students must register or be administratively withdrawn from the University. Students need to set-up their Brandeis email address in order to access the Brandeis system for enrollment through SAGE and class requirements through LATTE. The Brandeis email address and password/passphrase are also the student's SAGE User ID or UNet ID and password/passphrase.

By enrolling in a course, a student is officially registering with the University for that term. When a student first accesses the Office of the Registrar's Registration web page, s/he will be notified that enrolling in a course signals acceptance of the rights and responsibilities of being a Brandeis student as contained in the Master of Science in Global Health Policy and Management Program Academic Policies and Procedures, Brandeis Student Rights and Responsibilities Handbook, the University Bulletin, and other University publications.

"Holds" will be placed on student accounts not cleared of health requirements, financial obligations or other obligations. A student with a hold will not be allowed to register for classes. If holds are not cleared up by the last day of the course enrollment period, students will be administratively withdrawn from the University. If holds are not cleared up by the last day of the course enrollment period, students will be administratively withdrawn from the University. Once a student has been administratively withdrawn from the University, s/he is required to reapply for admission in a subsequent semester if s/he wishes to be reinstated.

Note that some courses have prerequisites, meaning that a student must have already taken a particular course or equivalent prior to enrolling. Some courses are designated "by permission of the instructor", in which case students need to seek the professor's permission to enroll. Some courses, especially seminars, may have enrollment maximums.

Course syllabi are posted on LATTE. If a syllabus is not available, students should confer directly with the professor teaching the course. Students may want to read student course evaluations from previous years. These can also be found by contacting the specific program administrator.

The "Shopping" Period

Brandeis University and The Heller School permits students to "shop" for classes in the Fall and Spring Semesters before committing to take non-required courses. This allows students to "shop" for elective courses and to sit in as many classes as they wish before making a final decision on which courses to take for that semester or module.

The following rules apply:

- The "shopping" period is the first session of each course.
- If you are considering registering for a course (module or full semester), **you must attend the first session**. You may choose not to take the course after attending that first

session; in that case, you do not register for it. If you choose to take the course, you need to register for it to be included in the roster of students for that course.

- Even if you are just shopping for courses, you **must** prepare and do the required readings prior to attending the first session of a course. Contact the instructor for needed materials for the first day of class.
- You may attend the second session of a course only if you attended the first session.
Please do not ask the instructor for an exception.
- Students must register for their courses by the end of the second week of classes. Check the academic calendar for the exact date each year.

Adding Courses

Students are allowed to add courses within the online registration deadlines as stated in the Brandeis University Academic Calendar. It is the student's responsibility to find out and adhere to these deadlines. In rare cases, students are allowed to add courses after the end of the online registration period. This requires permission and an Add Form with written signatures from the instructor and the Program Director. Signed Add Forms must be submitted to the Office of Student Records and Enrollment. These procedures help assure a smooth registration and continuity within classes. See the Office of Student Records and Enrollment for further clarification.

Dropping Courses

Students are allowed to drop courses within the online registration deadlines as stated in the Brandeis University Academic Calendar. It is the student's responsibility to find out and adhere to these deadlines. In rare cases, students are allowed to drop courses after the end of the online registration period. This requires permission and a Drop Form with **written signatures from the instructor and the Assistant Dean of Student Services**. Signed Drop Forms must be returned to the Office of Student Records and Enrollment. **If the student does not submit a signed Drop Form to the Office of Student Records and Enrollment by the deadline for dropping courses, the student will continue to be enrolled in the class and will receive a failing grade at the end of the term even if the student does not attend classes anymore.** These procedures help assure a smooth registration and continuity within classes. See the Office of Student Records and Enrollment for further clarification.

Late Withdrawal from Courses

Students may withdraw from MS/GHPM courses only for serious cause and with permission of the instructor and MS/GHPM Program Director. If permission is granted, it is the responsibility of the student to adhere to all procedures for course withdrawal and follow up with the Office of Student Records and Enrollment to ensure that the withdrawal appears on his/her record. The withdrawal policy for courses taken outside Brandeis University may not be similar to Brandeis; it is the responsibility of the student to find out and conform to that policy.

Graduate Courses in Other Schools at Brandeis

Students may avail themselves of the rich offerings and outstanding faculty in other parts of Brandeis, including the International Business School (IBS), the Graduate School of Arts & Sciences (GSAS), the Rabb School of Continuing Studies, and the Brandeis Undergraduate

College of Arts & Sciences. To sign up for these courses, students note it on the ILP and then sign up for any such courses through the normal registration process for each school.

Graduate Courses Outside of Brandeis at Consortium Universities

Brandeis University is part of a consortium consisting of Boston College, Boston University, Tufts University (excluding the Fletcher School), Bentley College, the Gerontology Department at the University of Massachusetts-Boston, and the School of Urban Studies and Planning at Massachusetts Institute of Technology (MIT). This consortium enables Heller students to take courses for credit at these universities. Students may take any graduate-level course that fits their educational goals, with the following provisions:

- Students should check with the Office of the Registrar of their intended consortium university for specific courses that are eligible for cross-registration. Some consortium universities do not allow cross-registration in some of their graduate programs or particular courses.
- Students need the permission of the course instructor to register.
- Students may take a maximum of **one course per semester** in consortium universities.
- The consortium universities have a tuition-sharing agreement. Therefore, students do not need to pay additional tuition at the consortium university but must have paid full tuition at Brandeis.
- Courses in consortium universities may not be used to substitute for similar courses offered at The Heller School, unless there are serious and unavoidable extenuating circumstances. If a student needs to substitute the course at The Heller School with a similar consortium course, s/he should consult with the MS/GHPM Program Director. If approved, the student must have a written approval placed in her/his official file.

To register for a course at a consortium university, a student must:

1. Obtain a copy of the course description from the consortium university's course catalogue, and discuss it with the MS/GHPM Program Director.
2. Get a Brandeis cross-registration form from the Office of the University Registrar at Kutz Hall and a similar cross-registration form from the consortium university, fill it out, and have the MS/GHPM Program Director and the consortium university course instructor sign it.
3. Submit the signed Brandeis cross-registration form to the Registrar of the consortium university where the course is offered.
4. Submit the Brandeis cross-registration form signed by the Registrar and the course instructor of the consortium university, and a copy of the course description to the Brandeis University Registrar at Kutz Hall. Without this signed form, this cross-registered course will not appear in the student's official record.

Submit the consortium university cross-registration form signed by Brandeis University and the consortium university course instructor to the consortium university Registrar. Without this signed form, the student will not be eligible to attend the consortium course and this cross-registered course will not appear in the student's official record.

At the end of the semester, the Office of the University Registrar of the consortium university will either send the student's grade directly to the Brandeis Office of the University Registrar or will give the student a copy of his or her grade to bring back to Brandeis. In either case, it is the student's responsibility to be certain that both the Brandeis Office of the University Registrar and The Heller School Office of Student Records and Enrollment receive the course grade from the consortium university.

Graduate Courses in Accredited Programs at Non-Consortium Schools

Students may take graduate-level courses outside of Brandeis in accredited graduate programs other than those in the consortium. Such courses are included in the maximum limit of one non-Brandeis course each semester. To do this, the student must:

1. Secure a course description and syllabus and discuss it with the academic advisor.
2. List the course on the ILP and have separate written permission from the MS/GHPM Program Director
3. File the written approval with the Office of Student Records and Enrollment
4. Pay the tuition fee for the course in that university
5. Register for the course in that university based on their registration procedures
6. Upon completion of the course, the other university's registrar should send the official transcript to the Brandeis Office of the University Registrar and The Heller School Office of Student Records and Enrollment. Check both the University Registrar and The Heller School Office of Student Records if these offices have received it. If not, follow-up with the other university's registrar

Summer Courses

Brandeis University and The Heller School offer limited summer courses. These courses require separate tuition payments. Consortium privileges do not run in the summer. If a student wishes to take a course at a university other than Brandeis in the summer, s/he will be responsible for paying tuition to that course.

Course Attendance and Evaluation

Regular attendance is required in all courses and required non-credit training sessions and workshops. Students must come to class having prepared all readings and assignments and be ready to share their questions and thoughts and to participate in the learning process. Students who miss class sessions may fail or be required to repeat the course at the discretion of the instructor. Instructors establish professional guidelines and attendance policies for their courses and must include this information in the course syllabus.

Course Performance Evaluation

Students have the right to meaningful feedback regarding their performance in a course. This might include written comments on papers and exams, consultations/meetings, etc. All instructors have office hours listed on their syllabi during which students can freely drop in to talk with the instructor without an appointment. If students cannot make these office hours, students are advised to request an appointment with the instructor. If a student requests to meet with an instructor, the instructor is obligated to respond to this request within reason. If students do not receive feedback they have the right to approach the instructor, the MS/GHPM Program Director, and ultimately the Dean of the Heller School.

Students with a learning disability who have documentation on file at the Heller School should speak with the professor before the course begins to request an accommodation. Questions about the documentation should be addressed to the Heller School Disabilities Coordinator, housed in the Office of Student Services.

Course Grades

Letter grades are used for most master's courses. Course grades can be retrieved by a student from the Brandeis University SAGE web site (<https://www.brandeis.edu/sage/>). The student's SAGE User ID or UNet ID and password are required to login.

Any letter grade below B minus (B-) is considered unsatisfactory and will not be counted toward credit for degree requirement. There is one exception to this rule. For the MS Program, where students are normally in residence for two semesters, a student may receive a grade of C plus (C+) in one course and still earn graduate degree credit for such courses. This also applies to students who are in residence for three semesters. If a student is in residence for four semesters or more, this student may receive a grade of C plus (C+) in two courses throughout their program and still receive graduate degree credit. If a student receives two grades of C+ in one semester and one of the C+ grades is not eligible for degree credit (e.g., master's programs in which students are in residence for two or three semesters), the Program Director may decide or create a committee to decide which course will count toward degree requirements.

A student who receives an unsatisfactory grade must discuss it with the MS/GHPM Program Director. Students have the option to petition the MS/GHPM Program Director to retake the course for credit the next time it is offered. If approved and should the new grade be satisfactory, it will replace the former unsatisfactory grade on the student's official transcript. The unsatisfactory grade and any documentation will remain in the student's file.

Grading Grievance Procedure/Grade Appeal Process

All Heller course instructors will make independent decisions about their grading process and will be supported in these decisions by the Heller School's program and administrative staff. However, any student who feels s/he has been graded incorrectly or unfairly in a course taken for credit may take the following steps:

1. The student should contact the instructor to set up a meeting within 10 business days after the grade in question is made available.
2. If such a meeting results in a mutually acceptable solution, the grade will be adjusted accordingly.
3. If the meeting does not result in a mutually acceptable solution and the student wishes to appeal further, the student should submit a written statement, specifying the nature of the complaint and the remedy desired, to the Program Director within 10 business days of the meeting.
4. Although there will be a presumption in favor of the instructor, the Program Director or his/her designee will take into account all evidence presented by the student and will seek

to resolve the matter as soon as possible, normally within 10 business days, from submission of the complaint.

5. Final disposition of the appeal will be in writing to all parties involved. The decision of the Program Director or his/her designee is final.

At each level, the agreed upon resolution or decision should be in writing. Each party should retain a copy and the original decision should be forwarded to the Office of Student Records and Enrollment for placement in the student's academic record. The MS/GHPM Program Director is available to consult with the student at any step of the grievance process.

Incompletes

Students are expected to complete all requirements for a course by the end of the module or semester in which it is offered. Students who fail to submit any course assignment may fail the course or be given an Incomplete. If a student encounters exceptional circumstances during a module or semester that prevents the completion of coursework, s/he may request the instructor to give an Excused Incomplete (EI). Instructors do not automatically give Excused Incompletes, so students should check in advance to determine if their reason for not completing requirements on time is acceptable. If an instructor agrees to give an EI, the student must work out an agreement with the instructor as to when the remaining work needed to pass the course will be submitted. The instructor may also set a date for completion of the work earlier than the maximum time allowed by the University (see below). The incomplete may be changed to a letter grade by the instructor upon satisfactory completion of all requirements. Students should note that having an incomplete in a required course may prevent them from starting the Second Year or from graduating.

If a student is given an incomplete, s/he is subject to the following:

- The Office of Student Records and Enrollment will notify the MS/GHPM Program Director of all incomplete coursework. The student should see the MS/GHPM Program Director to discuss any special circumstances or problems, **but it is most important that the student initiate and maintain contact with the instructor(s) about the incomplete(s).**
- Students must finish all incompletes by the deadlines established by Brandeis University. It is the responsibility of the student to find out these deadlines and confirm them with the course instructor.
- Extensions for incompletes may be granted only for exceptional circumstances, such as serious illness, by the MS/GHPM Program Director after discussion with the student, instructor, and Office of Student Records and Enrollment. The student must bring this request in writing to the MS/GHPM Program Director **prior to the incomplete deadline.**
- If a student has an Excused Incomplete after the regular or extended deadline, the grade will automatically become a Permanent Incomplete.
- A student who takes three or more incompletes and fails to complete them within the deadlines may be asked to leave the program without due process.

Reviews of Student's Academic Performance

Brandeis University reserves the right to sever ties with students whose academic performance is so deficient as to suggest an inability to meet academic requirements. The MS/GHPM Program reserves the right to review a student's academic performance and potential for degree completion. **This review may begin when a student receives one unsatisfactory grade or when two members of the faculty request that the Program Director to initiate such a review for cause.**

To complete this review the Program Director will appoint a faculty Academic Review Committee (ARC) in writing. This should be comprised of the Director of the Program and two faculty members in the program. Once the ARC has been established, it will review relevant information, including transcripts and communications with the student's professors, advisor(s), and other pertinent individuals. The student will be informed in writing that the ARC has been formed and that the review is taking place. Early in the process, the student will be asked to meet with the committee. Upon review of information, the ARC will make a written recommendation to the Program Director for specific activities to be completed by the student to improve academic performance or withdrawal from the MS Degree Program. If the Program Director accepts an ARC recommendation for withdrawal from the degree program, the Program Director will forward that decision to the Dean. The student will be notified of the decision in writing within 10 business days and will have the opportunity to submit a written appeal within 10 business days. The student may also request to meet with the Director to present his/her case in person after submitting the written appeal. The appeal will be reviewed for merit by the Director, Dean, and others, as appropriate, to determine if the decision will remain in force or changed.

Academic Integrity

Academic integrity is central to the mission of Brandeis University and The Heller School. Every member of the University community is expected to maintain the highest standards of academic honesty. All syllabi have clear Heller template statements of the course's academic integrity policy.

A student shall not receive credit for work that is not the product of the student's own effort. Students should carefully review the proper use of quotations when drafting any paper to avoid even inadvertent plagiarism, since an unintentional offense is not an excuse for plagiarism (see <https://www.brandeis.edu/studentlife/srcs/academicintegrity/index.html> for more information).

Professors are responsible for managing academic integrity in their classes. The Faculty, as student advisors, are responsible for emphasizing the importance of academic integrity with their advisees. Ravi Lakshmikanthan, Assistant Dean for Academic and Student Services, coordinates the Heller School's academic integrity practice. Faculty members inform the Office of Student Services of infractions of academic integrity in a student's written work; this office maintains a central file of reported cases, which is available for review by Heller Deans, Program Directors, and Associate/Assistant Program Directors.

Generally a first allegation of plagiarism is treated as an educational opportunity. The professor is responsible for meeting with the student to discuss the case and determine steps forward. In the case of subsequent allegations, the student will be referred to the Department of Student Rights and Community Standards. Standards for adjudication through the Student Conduct Process can result in the student failing the course or even withdrawal from the Degree Program.

As part of being a Heller student, students are expected to maintain proper professional relationships with faculty, staff, and other students at all times. Unprofessional conduct may result in disciplinary action.

The Heller School Rules of Conduct

Students are expected to behave professionally in all Heller School classes. Instructors establish professional guidelines and attendance policies for their courses and this information is included in each course syllabus.

Evaluation of Courses by Students

Students evaluate every course taken at Brandeis University by filling out a standard evaluation form with questions about the instructor and the course content. The University takes these evaluations very seriously and considers such student input important. Evaluations are submitted on-line and are anonymous. Instructors are not shown the students' course evaluations until after all grades have been posted. Course evaluations from previous years are available from the Program Administrator.

Students are urged to discuss courses with their professors while they are in progress. Students should not feel they must wait until the end of the course to voice concerns. Instructors may not take punitive measures in response to students' observations or criticisms. Student concerns should be presented respectfully and professionally and be aimed at improving the teaching and learning experience for all members of the class.

Course Records

A complete record of courses taken, evaluations, special arrangements, exceptions, and permissions will be maintained by the Office of Student Records and Enrollment of The Heller School. If a student receives any academic exceptions, permissions or waivers (all of which must be approved by the MS/GHPM Program Director), it is the student's responsibility to ensure that a written copy goes into his/her official file. The official file is audited to determine eligibility to graduate. Regardless of informal conversations, if a matter is not formalized in writing and cannot be obtained from the student's official file, it will not be taken into account in the audit. It is recommended that students also keep copies for their own records.

Brandeis University Records Policy

Brandeis University informs students annually of the Family Educational Rights and Privacy Act (FERPA) of 1974, as amended. This act, with which the University fully complies, was designed to protect the privacy of educational records and provide guidelines for the correction of inaccurate or misleading data through informal and formal hearings. Students have the right to

file complaints with the FERPA Office concerning alleged failures by the University to comply with the Act. The University policy explains in detail the procedures it uses for compliance with the provisions of the Act. Questions concerning the Family Educational Rights and Privacy Act may be referred to the Office of the University Registrar.

Public Notice Designating Directory Information

Brandeis University hereby designates the following categories of student information as public or "Directory Information." Such information may be disclosed by the institution for any purpose, at its discretion.

Category I: Name, local address and telephone number, date of birth, campus email, campus mailbox/mailstop, directory phone, affiliation (undergraduate or graduate program).

Category II: Full-time/part-time status, class (year of study), dates of attendance and field of concentration at Brandeis, previous institution(s) attended and major fields of study, awards and honors, degree(s) conferred and date(s) conferred.

Category III: Past and present participation in officially recognized sports and activities, physical factors (height, weight of athletes) More information, including the detailed policy, can be found at: <http://www.brandeis.edu/registrar/bulletin/EducRecordsPolicy.html>

Transcripts

Current and former students who have a valid SAGE User ID or UNet ID and password/passphrase can order their official transcript using the transcript ordering page in Sage. Students without an active account should request transcripts through the Office of the University Registrar <http://www.brandeis.edu/registrar>.

Program Time Limit, Leaves of Absence and Withdrawal

Program Time Limit

A student must complete all the requirements for the MS/GHPM degree within five years of matriculation.

Leave of Absence

Students in good academic standing may petition for a leave of absence from their studies. A leave of absence must be approved by the Program Director. If there are outstanding incompletes when a student begins a leave of absence, the student will not be allowed to re-register until they have been completed. *Students who take leaves of absence are not guaranteed tuition remission or other forms of financial aid when they return.*

Voluntary Withdrawal

A MS/GHPM student who wishes to withdraw voluntarily from the Heller School during a semester must do so in writing to the Program Director and the Office of Student Records and Enrollment, on or before the last day of instruction in the term. Failure to comply may subject the student to involuntary withdrawal, refusal of readmission, cancellation of eligibility to

receive an official transcript, and loss of eligibility for refunds. Permission to withdraw voluntarily will not be granted if the student has not discharged all financial obligations to the University or has not made satisfactory financial arrangements with the Office of Student Financial Services.

Administrative Withdrawal

Students who do not comply with registration procedures, medical documentation requirements, and financial obligations are subject to administrative withdrawal from the University. Any MS/GHPM student receiving notification of impending administrative withdrawal should immediately contact the MS/GHPM Program Director and the Office of Student Records and Enrollment.

Student Judicial System

The University establishes standards of student behavior and reserves the right to suspend or permanently dismiss students whose conduct warrants such action. The University will give due notice and, if requested, a hearing before the appropriate body. The Student Conduct Process is administered by the Department of Student Rights and Community Standards. Standards, policies, and procedures are described in the document on Rights and Responsibilities which can be found at <http://www.brandeis.edu/studentaffairs/srcs/rr/>

Tuition Bills and Payments

Students who have not paid tuition and fees, whether or not they have been billed, may not register for courses. If a student has not received a bill or has a problem with billing, s/he should speak to the Office of Student Financial Services. It is the student's responsibility to pay his/her tuition in a timely manner, even if no bill has been received. Students should refer to tuition payment guidelines, deadlines for Fall and Spring Semester payments, and other information as issued by the university's Office of the Registrar:

<http://www.brandeis.edu/registrar/bulletin/provisional/college/tuition.html>

If a full-time student is receiving a full or partial Brandeis tuition scholarship, this scholarship will be divided in half and deducted from the tuition and fees for the Fall and Spring Semesters. This will be reflected on the tuition bill.

If a student is receiving third party sponsorship (e.g. Fulbright, OSF, Joint Japan World Bank, etc.), it is the student's responsibility to make sure the sponsor meets the payment deadlines. The student is also responsible for any outstanding balances. All stipends are considered to be taxable income under U.S. Internal Revenue Code and it is the obligation of Brandeis University to deduct these taxes from the students' stipend checks. It is the responsibility of the student to complete a tax treaty form, if applicable, and file U.S. tax forms. Students should check with the Office of Student Financial Services, the International Students and Scholars Office (ISSO), and Heller Student Services for information on tax requirements.

Any student with outstanding financial obligations will be denied the privileges of attending classes and using university facilities. Every student must satisfy his or her financial obligations

in full to the university in order to receive certification of graduation. Official transcripts and certifications will be withheld until financial obligations to the university have been discharged. Failure to discharge financial obligations includes, but is not limited to, an overdue balance with the university or the delinquency of a borrower in repaying a loan administered by the Office of Student Financial Services.

A student who defaults in the payment of indebtedness to the university shall be subject to suspension, dismissal, and refusal of a transfer of credits or issuance of an official transcript. In addition, the university may refer the debt to an outside collection agency. The student is responsible for costs associated with the collection of the debt.

Graduation

A student who has completed all requirements for the Degree of Master of Science in Global Health Policy and Management and who has met all other obligations, financial and otherwise, to Brandeis University, is approved for conferment of the Degree by the MS/GHPM Program Director and recommended to the Dean and faculty of The Heller School. The recommendation is submitted to the University faculty and to Brandeis University's Board of Trustees for final approval.

Each year in May, Brandeis University holds its commencement exercises. The May commencement includes all students who were awarded degrees the previous August or February, or who will be awarded their degrees in May. Students who have graduated any of these times are eligible to march in The Heller School commencement and the University commencement. The Heller School commencement usually starts at 8:00 AM and is followed by the Brandeis University commencement at 10:30 AM.

It is University policy that all graduate students participating in commencement exercises must wear regalia (cap and gown), as provided by the University. At the present time, there is no charge for regalia. In February, students intending to graduate in May must submit an "Intent to Graduate" form and will indicate on the form if they are planning to march in the ceremony.

Students should note the following:

- Students must complete all academic requirements prior to MS/GHPM Program and University deadlines in order to graduate.
- Students are responsible to discharge all financial obligations to the University. The Office of Student Records and Enrollment will announce the specific date by which this must be done. Financial obligations include: tuition and fees, course materials, library fines, parking fees and fines, and diploma fee.
- Students are not permitted to march in commencement exercises unless they are being awarded their degree.
- Prior to commencement, students should return books or materials on loan from Goldfarb Library, the Science Library, Heller's Health Policy Library, and the SID Library.
- Lockers should be cleaned out after graduation. Belongings left in lockers after a student graduates will be discarded. Mailboxes should be cleaned out during graduation week.

- Students vacating local apartments or who plan to sub-lease should inform Heller Student Services, as this may help incoming students find living quarters.