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Welcome to BSG

Welcome to Oxford and to the Blavatnik School of Government’s Master of Public Policy (MPP). BSG seeks, through its education and research, to contribute to better government, stronger societies and richer human opportunities across the world. We are confident that each of you will contribute to this mission, and shape the foundations of an institution that we hope will endure for hundreds of years. I am delighted to be welcoming you to join us in pushing the boundaries of learning and approaches to government and public policy, as part of a life-long relationship with BSG.

This handbook will help you understand and navigate all aspects of your MPP study. It introduces you to the key academic and administrative staff you will encounter during the MPP and gives pointers on whom to contact with any questions you might have.

It offers you a snapshot of the MPP as a whole, followed by outlines of each module making up the course. This is followed by full details of how we work with you, what we provide, what we expect, how we will assess your work, and how we will continue to engage with you once you have successfully graduated from BSG.

Please also remember to consult the pre-arrival guide that we sent you in the summer. This details relevant information about the first few weeks including reminders to pay the balance of your fees, to collect your University Card, to matriculate to the University, and to ensure you are registered with a doctor.

We hope you enjoy studying for the MPP as much as we enjoy teaching it. Should you have any further questions that are not addressed in this handbook, feel free to contact mpp@bsg.ox.ac.uk.

I look forward to meeting you in person.

Ngaire Woods
Professor Ngaire Woods
Dean of the School
A note on this handbook

This handbook includes information that you will need to refer to throughout the MPP, and is accurate as at 31 August 2016.

The information in this handbook applies to students starting the Master of Public Policy in Michaelmas Term 2016, so please note that it may be different for students starting in other years. In addition, it may be necessary for changes to be made in certain circumstances. If such changes are made, the department will publish a new version of this handbook together with a list of the changes and students will be informed.

Detailed course information, as well as many policies referred to throughout this handbook, will be provided through the MPP 2016 WebLearn site. In cases where there are discrepancies between this handbook and the online documents, take account of the online version as that will be kept up to date throughout the year.

Other key sources of information for students on the 2016-17 MPP include:

- The Examining Conventions, which will be made available on WebLearn
- The University’s website for students: http://www.ox.ac.uk/students
- The handbooks provided by Oxford colleges

Please note that your degree is formally governed by the Examination Decrees and Regulations. The Examination Regulations relating to this course are available at http://www.admin.ox.ac.uk/examregs/2016-17/mofpublpoli/studentview/. Please be aware that this link will not be active until 1 October 2016. If there is a conflict between information in this handbook and the Examination Regulations then you should follow the Examination Regulations. If you have any concerns please contact the Programmes Team at mpp@bsg.ox.ac.uk.
Code of Conduct

As students of the Blavatnik School of Government, you play a particularly important role as our ambassadors. We therefore ask you to adhere to our values of honesty and integrity in all that you do whilst studying with us in Oxford, and once you have graduated.

Our Code of Conduct draws on these values and includes the following:

To respect and learn from diversity

BSG seeks, through its education and research, to contribute to better government, stronger societies and richer human opportunities across the world. One way in which we work to make this happen is by ensuring that we respect and learn from diversity. We place a premium on having an outstanding faculty from a variety of backgrounds and cultural traditions.

We are equally committed to selecting a highly diverse group of students from around the world. This diversity is complemented by an approach to learning in which we listen to, and respect, a range of different perspectives and opinions. We may not always like what we are hearing, but it is essential that we work to understand these particular viewpoints, which can sometimes profoundly alter the ways in which we think about the world. Our job is not to shout down ideas we find difficult, but to think hard about why we find them difficult, and to respond in intelligent, measured and reflective ways.

To commit fully to learning

We expect you to respect BSG’s learning environment by being committed to your studies and participating fully in all aspects of the MPP curriculum. We ask you to seek to learn from all the opportunities made available to you as part of the course: formal teaching, practical skills sessions, group work, and informal interactions with your fellow students, tutors and visiting speakers.

To deliver to the best of your abilities

You have been awarded a place to study for the MPP because of your academic track record, commitment to public service, and leadership and impact potential. You are now a member of BSG and we expect you to continue to demonstrate excellence and commitment in all your academic and professional activities, both within and beyond BSG. This includes submitting work that is your own, citing sources and the contributions of others at all times, meeting all deadlines, and ensuring the work you deliver represents the very best that you are capable of. You should also be conscious of any potential conflicts of interest, and declare them if there is any doubt.

Its purpose

This Code of Conduct has been designed to encourage you to develop personal and professional skills and values we consider to be important for working effectively in public service. You have a personal responsibility to adhere to this code during your time at BSG and will be held to account for actions that do not correspond with it.
MPP at a glance

Overview

The Master of Public Policy (MPP) is a one-year taught degree course (Level 7 of the Frameworks for Higher Education Qualifications). It enables you to develop analytical and critical skills relevant for understanding the challenges of public policy and its implementation. It also equips you with skills that are essential for effective policy delivery.

The MPP is an intensive course: teaching and learning is concentrated over 50 weeks, beginning in late September and ending with an external placement during July and August. Two of the three terms extend beyond the eight-week terms typical of the University of Oxford and feature a mixture of lectures and seminars as well as workshops and professional skills sessions, many of which are taught by experts in their field, including practitioners. The MPP is a professional degree and therefore does not prepare students for doctoral study.

Introductory activities

As part of a series of introductory activities to the course, you will participate in a Policy Challenge workshop. During this workshop you will examine a specific policy challenge and explore solutions to address it. Recent Policy Challenge themes include corruption, natural resource management and health care reform.

During this introductory period you will also have opportunity to become familiar with your fellow students, members of faculty, the School, its staff and its facilities, as well as your College, the University and the City of Oxford.

Core modules

The MPP has been designed around six core modules, which form a multidisciplinary and academically rigorous springboard for professionals committed to public service. These modules have been selected in consultation and informal conversation with governments and public policymakers around the globe.

Core I: Foundations

One of the consistent responses from senior government practitioners is that they want policymakers who are not just skilled across a range of professional competencies, but also have a humane outlook and a moral compass. Foundations challenges you to think deeply to explore your own basic moral and political outlook, and reflect formally on the moral values and goals that do, and should, apply in public policy.

Core II: Economics for Public Policy

Public policymakers frequently interact with professional economists. The Economics module has been included in the MPP programme to prepare you for this interaction by helping you develop the skills necessary to become a critical consumer of economic thinking.

Core III: The Politics of Policymaking

The most effective policymakers recognise, and anticipate, political obstacles to policy change and implementation. Politics of Policymaking helps future policymakers to identify major political constraints to policy change and implementation across a range of policy domains. You will be taught to recognise and strategise ways to overcome the most common political pitfalls in policymaking.

Core IV: Science and Public Policy

Many major policy challenges, such as those related to climate and health, are based in science. Very often, these challenges raise issues associated with the nature and robustness of evidence, uncertainty, and emerging technologies, yet many policymakers admit that they struggle to engage with scientific evidence and experts. The Science and Public Policy module addresses this challenge, and equips you to be a better-informed consumer of scientific evidence and advice.

Core V: Law and Public Policy

Law provides a framework within which public policy is developed, shaped and implemented. In the Law and Public Policy module you will explore the key ideas which underpin how legal systems work, and how law both constrains and can be used as a tool in the policy process.
Core VI: Policy Evaluation

How do policymakers know whether their policies meet their intended objectives? Can they improve the way policies are implemented? Given limited government budgets, these questions are increasingly at the heart of public policy. The aim of the Policy Evaluation module is to provide you with an understanding of how policymakers gather, assess and use evidence in practice.

To explore each module in detail please see pages 12-14. Further information, including reading lists, will be provided through WebLearn.

Applied Policy modules

In addition to the term-long core modules you will also choose four intensive Applied Policy modules. The Applied Policy modules enable you to apply your theoretical learning, build module-specific sets of skills and knowledge, and understand the important principles involved in decision-making by different groups of experts and stakeholders associated with policymaking. You will choose from the following modules: Communications, Strategy, Private Finance, Public Budgeting, Major Programme Management, Negotiation and Decision Analysis. For more information on the Applied Policy modules please see page 15.

Option modules

In the summer term (Trinity Term) you will select two Option modules, allowing you to focus on issues of particular interest. The Option modules cover a range of contemporary policy issues, the list of which may differ from year to year. In 2015–16 they included modules on Africa, big data, the challenges of democratisation, climate change, economic development, education policy, governing in a digital age, international economic relations of governments, international migration, police and policing, political communication, social policy, sustainable nutrition, urban challenges in developing countries, and taxing business. For more information on the Option modules please see page 15.

Summer Project

The Summer Project is the last assessed component of the MPP, and gives you the opportunity to apply your skills and knowledge in a real-life public policy environment. You will complete a placement in a governmental, non-governmental, private sector or research organisation. The Summer Project is at least six-weeks in length and can be based in the UK or abroad. For detailed information about the Summer Project please see pages 16-24.

Professional Skills

Complementing the MPP and its learning outcomes, the School offers a range of professional skills sessions designed to help you acquire, develop and enhance practical and transferable skills necessary for a successful career in public policy. For more information on Professional Skills please see page 25.

Synthesis

The aim of the MPP is to equip you with the academic knowledge, intellectual framework and professional skills to address complex public policy challenges. The programme is designed to give you the opportunity to reflect intellectually on your academic learning, and experience of applying this learning, in order to synthesis the discretely-taught but complementary components of the course.

Course completion

Once you have successfully completed the MPP, you will be invited to return to Oxford in the autumn to take part in BSG’s end-of-course event and to graduate in person with your College. We also hope that you will join the BSG Alumni community and continue to participate in the School’s activities after you graduate.
Key dates

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Please note that this schedule is subject to change; you will be supplied with a detailed schedule during induction.

BSG term dates

The BSG term dates for the 2016-2017 academic year are as follows:

- Michaelmas Term: 22 September – 16 December 2016
- Hilary Term: 9 January – 17 March 2017
- Trinity Term: 17 April – 16 June 2017
- Summer Project: 17 June – 1 September 2017

The dates for the exams will be confirmed at least five weeks before the date of the first exam. The exams are likely to begin no earlier than 17 April 2016. For the key assessment dates please refer to page 71.

Please note that the BSG term dates are longer than the main University term dates.

Oxford Speak: What is meant by Noughtth Week, Week 1, and Minus 1 Week?

In Oxford it is very common to hear terms divided up into Week 1, Week 2 etc. This numbering starts on the Sunday at the beginning of the main university term (e.g. 9 October for Michaelmas).

At BSG we comply with the main University’s titles for terms and its system of numbering for term weeks. Hence, our first term begins as follows:

- Minus 1 Week (Michaelmas): 25 September 2016 to 1 October 2016
- Noughtth Week or Week 0 (Michaelmas): 2 October 2016 to 8 October 2016
- Week 1 (Michaelmas): 9 October 2016 to 15 October 2016
- Week 2...etc
The MPP learning outcomes

The MPP helps you develop analytical and critical skills relevant for understanding the challenges of public policy. It also equips you with skills that are essential for finding and delivering effective policy solutions.

The Five Key Skills

The Five Key Skills of the Master of Public Policy (MPP) are the degree’s key learning outcomes. You will learn, practise and develop these skills, both implicitly and explicitly, during the course of the academic year; in lecture theatres, seminar classes, group working rooms and in informal settings. At the end of the programme, you will be able to:

1. Find and use evidence more effectively
   - You will be able to quickly find and absorb information.
   - You will be able to judge the validity and potential biases of evidence.
   - You will recognise the implicit assumptions which affect how we interpret evidence.

2. Be a sharp analyst
   - You will be aware of how assumptions shape analysis.
   - You will be able to manage the challenges posed by insufficiently robust evidence.
   - You will understand how people from different disciplines think.
   - You will be better equipped to make subtle and nuanced judgements.
   - You will be better able to understand and take into account values in order to develop principled reasons for action.
   - You will be good at critical thinking and problem solving.

3. Have outstanding communications skills
   - You will be able to write clearly, concisely and in different formats – including policy memos and reports – for a wide range of audiences.
   - You will be able to make clear, memorable and effective oral presentations to a wide range of audiences.
   - You will be better able to negotiate with others.

4. Work well with others
   - You will be able to work constructively in groups and organisations.
   - You will recognise and make use of people’s different and complementary strengths when working with others.
   - You will be able to develop mutually supportive networks, including a strong peer group.

5. Be adaptable and recognise the benefits of innovation and difference
   - You will be able to reflect on your personal response to learning and uncertainty.
   - You will be able to respect the diverse range of perspectives of the people you encounter and with whom you work, and recognise why their perspectives might be different from your own.
   - You will recognise the challenges and opportunities posed by diversity.
   - You will be able to engage effectively with creativity and innovation.
Module outlines

POLICY CHALLENGE

Improving the quality of governments: What it is? What you get? How to get it?

Convenor: Professor Bo Rothstein

This two-day intensive module at the very beginning of the MPP teaching programme explores the key issues and policy challenges for realising one of the main visions of the Blavatnik School of Government; namely how to achieve a “world better governed”. How should we conceptualise a world, a country or a local community that is being “better governed”? How do we know the difference between “bad” and “good” in governing and can such things be measured in any meaningful way? Is liberal representative democracy the same as high quality government, or are these different things? How is “better governed” related to concepts such as “good governance”, “corruption” and “clientelism”? Which specific qualities are we looking for when trying to make a society “better governed”? Are the governance problems in developing countries qualitatively different from what is the case in the industrialised world, or is it a problem of degrees? What is the relation between globalisation and getting “a world better governed”?

A second question is what difference the quality of government makes in terms of prosperity and human well-being. Is quality of government a precondition for economic prosperity or is the causality the reverse.

A third question is how to improve the quality of government. Under umbrella terms such as “good governance”, “the rule of law” and “anti-corruption”, many international development organisations have, since the mid-1990s, launched various types of programmes and policies for improving government capacity. The module will focus on existing evaluations of this policy agenda and explanations for policy failures as well as successes will be presented.

Learning outcomes:

After completing this course, students will be able to:

- Specify some of the effects for human well-being of high versus low quality of government
- Understand different types of challenges in the design policies for improving the quality of government

Summative assessment: No summative assessment for this module

CORE MODULES

This section provides brief descriptions of each core module. For more detailed course information, including key readings, please see the MPP 2016 WebLearn site.

Core I: Foundations

Convenors: Professor Jo Wolff, Associate Professor Tom Sinclair, Dr Nik Kirby

The aim of this module is to focus your concern on the fundamental question “What is the purpose of government?” and to help you draw out, in your own thinking, some of the key values that should inform your reflections. We will explore some of the practical dilemmas that may arise when these conflict. We examine the meaning of concepts such as utility, rights, justice and legitimacy.

We also investigate specific issues where these matter, including migration; indigenous peoples and postcolonial justice; free speech; religion in the public sphere; the morality of markets; and socialism. We conclude by addressing the personal ethical challenges that can arise for those who deliver public policy. Guests will speak about how their experience or research sheds light on current policy issues that pose moral complexities for governments across the world.

Learning outcomes:

After completing this course, students will:

- Be able to recognise when issues of public policy are not merely technical, but involve fundamental values and conflicts between these values
• Have a good understanding of the key value concepts that should inform public policy
• Have developed skills of reasoning about and resolving ethical dilemmas, and be able to communicate their conclusions and the reasons for them
• Have critically scrutinised their own ethical and political assumptions, and reflected on the moral complexities of policy-making scenarios that they have or may find themselves in

**Summative assessment:** 2,000-word essay and two-hour fifteen-minute unseen examination

### Core II: Economics for Public Policy

**Convenors:** Dr Clare Leaver and Dr Anandi Mani

Public policy leaders frequently interact with professional economists. This module aims to prepare you for this interaction by developing the skills necessary to become a critical consumer of economic thinking. Teaching weeks 1 to 3 cover foundational material. The first week introduces the mainstream ‘economic approach’ and considers the range of policy issues to which it can usefully be applied. The second and third weeks explore economists’ preoccupation with markets, asking what markets can achieve, and why they sometimes fail. Teaching weeks 4 to 8 turn to the process of policy formulation (the finance, design, choice, and implementation of policy). The fourth week considers the challenges of financing policy via taxation. The fifth and six weeks focus on design, illustrating with policy responses in welfare services, education, and healthcare. The seventh week asks how public policy leaders should choose between competing project designs. Finally, the eighth week examines the political obstacles that can hinder implementation, together with solutions suggested by the economic literature on institutions. There will be an introductory lecture at the start of term where the course structure will be explained in detail and students will be asked to select a course ‘section’.

Various optional sessions will include pre-assignment Q&A sessions, post-assignment reviews, and a 4-week macroeconomics lecture series with Professor Sir John Vickers. Students will also be able to download and watch an accompanying Policy Lecture series where guest speakers explain how the weekly core concepts have been used in the formulation of economic policy.

**Learning outcomes:**

After completing this course, students will be able to:

• Explain the ‘mainstream economic approach’ (including key concepts such as social opportunity cost), appreciate the limitations of this approach, and identify novel applications
• Understand the economic rationale for government intervention in a variety of global settings, and critically appraise specific policy responses
• Appreciate the challenges associated with the finance, design, and implementation of public policy, both in theory and in practice

**Summative assessment:** Three-hour unseen examination

### Core III: The Politics of Policymaking

**Convenor:** Dr Maya Tudor

Policymaking is a fundamentally political process. While Core I introduced ethical considerations and Core II explored the efficiency considerations of policymaking, this module introduces frameworks for identifying and surmounting the political considerations impeding policy change. Core III will help prepare you to be more effective public policymakers across diverse institutional contexts by becoming more aware of the political dimensions to policymaking.

The three core objectives of this module are to introduce a set of theoretical frameworks that explain why desirable policies are not adopted or implemented; to recognise these frameworks through cases, policy memos and group discussions; and to hone policy-writing skills.

**Learning outcomes:**

After completing this course, students should be able to:

• Identify critical political actors involved in policymaking and their basic preferences
• Appreciate how institutions shape the preferences of critical actors
• Engage political considerations to craft more successful policy proposals
• Write clear, cogent policy memos

**Summative assessment:** 2,000-word written submission
Core IV: Science and Public Policy

Convenor: Dr Adam Ritchie

This module educates you to be a better consumer of scientific advice. It does this by developing your understanding of the nature of scientific evidence, the role of uncertainty in science, and how these relate to policy. This is a project-based module where introductory material will be delivered through core readings and lectures, but the majority of your time will be spent working on a group project. You will engage with other MPP students and a scientific expert to explore a real-world policy challenge in areas such as health, climate and energy, and/or technology. During the group project you will combine your ability to critically engage with and apply scientific evidence with skills enhanced throughout the MPP, to develop and defend policy solutions.

Learning outcomes:

After completing this course, students will be able to:

- Interpret scientific information in the context of uncertainty
- Appraise scientific information and advice for quality and impartiality
- Assess the implications of scientific data and its applicability to specific policy questions

Summative assessment: 1,500-word written submission

Core V: Law and Public Policy

Convenor: Professor Dapo Akande

Law provides a framework within which public policy is developed, shaped and implemented. In the Law and Public Policy module, students will explore the key ideas which underpin how legal systems work and how law both constrains and can be used as a tool in the policy process. Comparing different legal systems around the world, you will be introduced to basic concepts in constitutional law, administrative law and public international law. We will cover three subjects. First, we will introduce key concepts in legal thinking, common to many, if not all, legal systems, such as the rule of law and hierarchy of norms. We will then move to examine the relation between the court and the two other branches of government, the executive and the legislature. Finally, we will review international law and its impact in the state level.

Learning outcomes:

After completing this course, students will:

- Understand the role of law as a tool for policymakers
- Understand the role of law as a constraint on policymakers
- Recognise and evaluate the varied legal environments in which governmental and inter-governmental bodies operate
- Develop policy recommendations that show a basic awareness of legal issues

Summative assessment: Unseen examination

Core VI: Policy Evaluation

Convenors: Associate Professor Julien Labonne and Associate Professor Martin Williams

Policymakers often do not take advantage of adequate evidence when identifying problems to focus on and when selecting policy options. This is often due to a combination of political constraints, challenges in understanding the limitations of available evidence and of dearth of reliable evidence. The aim of this module is to provide students with an understanding of how policy-makers gather, generate and use evidence in practice. The module will introduce students to methods – both qualitative and quantitative – that are used to generate evidence. It will provide students with the tools to be critical consumers of research evidence in public policy.

Learning outcomes:

After completing this course, students will be able to:

- Understand how evidence can inform public policy
- Understand the politics of evaluation
- Assess the advantages and disadvantages of alternative policy evaluation methods in various contexts

Summative assessment: 2,000-word written submission
APPLIED POLICY MODULES

What are Applied Policy modules?

The Applied Policy modules enable you to apply your theoretical learning, build module-specific sets of skills and knowledge, and understand the important principles involved in decision-making by different groups of stakeholders. The Applied Policy modules are designed to deliver a short, intensive overview, which culminates in an assessed exercise that allows you to practise and demonstrate your learning. These modules have been developed for the benefit of non-experts.

You will choose four Applied Policy modules from the following:

- Communication
- Decision Analysis
- Major Programme Management
- Negotiation
- Private Finance
- Public Budgeting
- Strategy

We strongly recommend that you focus on those modules with which you are least familiar. All Applied Policy modules are assessed in-class on a pass/fail basis. All students must pass four Applied Policy modules to be awarded the MPP, but performance on these modules does not influence the awarding of a Distinction for the MPP.

Information on the Applied Policy modules, including scheduling and assessment information, will be available to you during the introductory weeks of the programme. This information will help you select the Applied Policy modules you wish to take. You will receive an email early in Michaelmas Term asking you to complete exam entry for the Applied Policy modules. The deadline for submitting your choices to the University is Friday of Week 4, Michaelmas Term (4 November 2016).

Please be aware that you are automatically entered for the assessment for all Core modules, as well as the Summer Project.

Detailed descriptions of each module will be provided through the MPP 2016 WebLearn site.

OPTION MODULES

You will select two Option modules from those offered. Options enable you to focus on specific public policy challenges of particular interest to you. Delivered in Trinity Term, they enable you to apply all your learning to date to specific issues.

All Options are summatively assessed by a 1,500-word written submission.

Option preferences

You need to submit your Option preferences by 12 noon on Friday of Week 3 of Hilary Term (3 February 2017). Further information on this process will be provided prior to this.

Option selections will be confirmed by BSG and, where possible, we will try to take your preferences into account. Most Options have a cap of 12 students per class, so when a class becomes oversubscribed, it will be necessary to reallocate students to different options. Conversely, an Option may not run if it has fewer than six students assigned to it. Thus no student can be guaranteed a place in any given Option prior to all students being assigned their Options.

You will need to complete an exam entry form for your Options assignments. This will be arranged through your college. You will need to complete this and return it by Friday of Week 7, Hilary Term (3 March 2017). More information on exam entry can be found online at https://www.ox.ac.uk/students/academic/exams/entry?wssl=1.

To give you an indication of the types of Option Modules BSG offers, please see the list below of the Options which took place in Trinity Term 2016. The final list of this year’s modules will be provided by the start of Hilary Term.

- Africa’s Challenges and Opportunities
- Applying Behavioural Science to Public Policy
- Big Data as a Tool for Policy Making
- Climate Change: Global Problem, Global Solution?
- Contemporary Ethical Debates
- Contemporary Military Strategy
- Economic Development
- Education Policy
• Europe in Decline?
• Governing in a Digital Age
• International Economic Relations
• International Migration and Public Policy
• Police and Policing
• Policy Implementation in Healthcare
• Political Communication, Media and Public Policy
• Social Policy in the 21st Century
• Sustainable Nutrition
• Taxing Business
• The Challenges of Democratisation
• The Quality of Government
• War and Political Violence
The Summer Project

The Summer Project is the final part of the MPP, and offers the opportunity to draw on insights and skills developed, and apply and test these in real-life policy situations. It takes the form of a placement lasting a minimum of six weeks with an institution or organisation engaged in some aspect of policy work, such as a government department, a not-for-profit organisation, a policy think tank, a policy unit of a private sector institution, or a research institution engaged in policy work.

During your placement you will be expected to engage in a policy-related task. This might, for example, involve an in-depth analysis of a policy issue or problem of concern to your host institution, or contributing to a specific process such as the drafting of a policy document or the organisation of a seminar series. You are expected to liaise with the organisation to develop the project and agree the outputs you will produce for them.

At the end of the placement, you will deliver: a) the outputs you have agreed to produce for your host institution; and b) an independent report and accompanying reflective essay submitted to BSG for examination purposes, based on your investigations and experiences during the placement.

The Summer Project can bring benefits well beyond the degree course itself. It is an important opportunity for you to gain practical experience, to build networks for the future, and to produce a piece of high-quality work that showcases your policy skills and understanding. In addition, the preparation involved in securing a placement gives you an opportunity to enhance your career development skills.

Here are some comments from previous MPP students:

“It was a great chance for me to work in the office of someone I have always looked up to – Helen Clark, a former Prime Minister of New Zealand and now Administrator of UNDP – and an opportunity for me to see how policy is framed in an international organisation.”

“Being able to experience work in a real-life situation while being a student was a great and gradual transition from studying to working in the near future. It was also amazing to get a chance to travel abroad.”

“The Summer Project really showed how the theories and skills we learned through the course are useful in practice too!”

What makes an acceptable project?

You should choose your project based on your own areas of interest, as well as the skills you most wish to develop and/or which you feel would most usefully further your career ambitions. You are encouraged to choose a project that is useful for your host institution too, as this will help to ensure its full engagement with your work. It is important that your project enables you to undertake an analysis of a policy issue, and to demonstrate awareness of the range of disciplinary approaches and fields of knowledge that you have studied through the MPP modules.

Your project may take the shape of a specific policy-related task, which might include:

- Collecting and analysing various forms of data and other useful information so as to contribute to an ongoing policy research exercise, or to help inform a policy decision which an organisation must take;
- Assisting in the conceptualisation and drafting of a specific policy document;
- Preparing for and convening a seminar or training programme on some policy-related issue.

Or your project may involve working on a variety of policy-related activities for your host institution, some of which may not be directly relevant to the focus of your BSG report. In these cases, you need to be particularly attentive to how these activities can inform the identification of an appropriate policy question for your BSG report, and the ways in which you answer and address this.

In terms of the specifics, your host institution may determine the focus of your project (though you, of course, need to agree this), or you may determine this yourself (though, similarly, your host institution would need to agree this). Either route is acceptable.

In addition to the identification of an appropriate project, you must also ensure you identify and address a policy question for the purposes of the Summer Project report you submit to the School. There is often a great deal of overlap between what you produce for your host institution and what you submit to the School, but this is not always the case. For example, if you are assisting your host institution in the drafting of a policy document, your report for BSG...
could engage in the substance of what you explored during your placement and offer, for example, a critical analysis of different policy options available. Or your BSG report might, for example, focus more on process and consider issues such as lack of information or inadequate evidence and implications of this for policy, or consider the challenges of dealing with multiple (and potentially competing) views in collaborative work.

**How is the Summer Project assessed?**

You must be issued with a certificate approving your Summer Project before undertaking your placement. A certificate will be issued when you secure a suitable placement and complete all the preparatory paperwork accurately and with due attention.

In order to maintain the validity of the certificate, you must also update this paperwork, and inform the Summer Project Team if the conditions of your placement change once begun.

**If you do not obtain a certificate of approval, or do not update the associated paperwork if changes require this, you will be ineligible to enter your Summer Project report for examination and will fail the assessment.**

The forms included in the preparatory paperwork are:

- Contact details
- Ethical review
- Risk assessment
- Terms of reference
- Travel insurance

The Summer Project is assessed through a two-part document that is submitted to Examination Schools by **noon on Friday 1 September 2017**.

This two-part document consists of a) a report addressing a specific policy question that you have identified; and b) a reflective essay in which you consider what your placement has taught you about the policy process and how you related the learning you acquired during the MPP to the tasks you were responsible for during your project. The report should be no longer than 4,500 words. The reflective essay should be no longer than 1,500 words. Both these word counts include all footnotes, acknowledgements, table of contents, tables in the text and appendices. These word counts do not include your bibliographies. Guidance on word counts is available on the MPP WebLearn site.

Your report and reflective essay will be assessed as one document by two separate markers. They will allocate one of four grading categories to the report: Distinction, Merit, Pass or Fail. The report will make up 75% of this grade, and the reflective essay 25%.

You are reminded of the requirement to avoid plagiarism in your report, guidance on which is available on the MPP WebLearn site.

**Your BSG Summer Project report and reflective essay**

**The report**

The report should consist of a sustained piece of policy analysis that addresses the policy question you developed through your placement. While your work placement may require you to produce reports or documents for their use, your BSG Summer Project report should be written for the purpose of assessment by the School.

Your BSG Summer Project report should clearly state the policy question you are addressing and place it in the wider policy context in which it exists. Your report, which will work to address your question, should provide enough background information to enable the reader to evaluate the analysis you have undertaken and should describe the process by which you arrived at your conclusions. Remember that the report is not a piece of academic research but a piece of policy analysis. You should draw on the communication skills you have developed to produce a clear, logical piece of analysis.

**The reflective essay**

Your accompanying reflective essay should address the following question: “How have you been able to relate the tools acquired through the MPP to your Summer Project placement and what has it taught you about the policy process?” In answering this question, the reflective essay offers you the opportunity to think through the many things you have learnt about the policy process, and to consider your experiences of applying these tools in practice.
Dealing with the unexpected

Projects do not always go as planned, but this does not have to jeopardise the quality of the report and reflective essay you submit. For example, in 2014 the Ebola crisis in Africa meant that three of our students had to abandon their placements after just four weeks and another student’s project supervisor was unable to work with them during the placement because of a family crisis which had major ramifications for the implementation of the student’s project. These events were, however, successfully incorporated into the development and analysis of these students’ policy questions. There are many unexpected things that can happen during a project which can limit or restrict your capacity to address your policy question. In these events, you should document and reflect upon these and develop your project and policy question in ways that are appropriate; it can often be the working through of particular limitations or restrictions (and documentation of this) that enhances the quality and contribution of the report and reflective essay.

The assessment criteria

Excellent policy analysis will be at the core of the assessment of your report. However, when arriving at your grade, the School will take into account the following broad parameters:

- The extent to which you have critically engaged with the chosen policy question;
- The extent to which you have demonstrated an ability to search for, compile, analyse, and critically evaluate different sources of evidence;
- The ability to write clearly, logically and concisely and to present arguments on paper;
- That you have evidenced the transfer of skills and learning acquired during the MPP to the real life policy situation you have experienced during the Summer Project;
- That you have shown evidence of original insight and analysis;
- That you have demonstrated an ability to handle cross-disciplinary issues;
- That you can explore alternative and feasible policy options and explain these clearly to the intended reader and make appropriate recommendations;
- Recognition will also be given to projects which are unusually original or challenging, and which require tenacity and persistence in their investigations and analysis.

Detailed marking criteria for the Summer Project are available on WebLearn.

Examples of particularly good Summer Project reports from previous years will be made available to you to read. It should be stressed that these are not provided for their format or subject matter but as examples of excellent policy analysis.

Making it happen: expectations throughout the year

You are responsible for organising your placement, for negotiating the details of the work you will do for your host, and for devising and addressing an appropriate policy question for your BSG Summer Project report. In order to do this effectively, you will need to work on the organisation and intellectual development of your project throughout the entire year. This is not a task that can be left until the last minute. The School’s Summer Project Team will be on hand to guide and support you at every stage.

Michaelmas: getting started and scoping out your ideas

We want you to start thinking about your Summer Project from the earliest stages of the MPP. There will be an introductory session on Wednesday 19th October 2016 that you must attend. This session will be used to set out the nature and purpose of the Summer Project, go through what you need to do during the year, and make clear the deadlines you need to meet.

Identifying the organisations and policy areas you are interested in

After the introductory meeting, you will be asked to complete and submit an online form setting out your objectives for the Summer Project and identifying your preferred potential host organisations (whether from a list of BSG relationships that will be provided to you or otherwise). You will also be asked to upload your current CV (using the WebLearn assignments tool) along with the form. The deadline for submitting both of these items is Monday 31 October 2016. Once the Summer Project Team has reviewed your form, you will be invited to an initial
one-to-one meeting with a Summer Project Advisor (SPA) to discuss your interests and options, and to agree a set of actions you will undertake. The School, particularly the Summer Project Team, will help you, as far as reasonably possible, with contacts, introductions and other additional support. You may also wish to speak with your BSG supervisor, other relevant faculty or staff members, or your fellow MPP students, as you think through what you could do and how to go about achieving your aims.

Please note that students awarded some scholarships are restricted to complete the course, including the Summer Project placement, in the UK. Please check the terms of your scholarship, if you have one.

**Support from your SPA**

Regular weekly Summer Project Surgeries will run throughout Hilary and Trinity Terms, where you can discuss your progress and/or any problems with your SPA. Sign-up for these sessions will be through WebLearn.

The SPAs will guide you through the process of obtaining a placement. However, it is your responsibility to research potential host organisations and apply for placements. Each SPA will act fairly in allocating his/her available time between students to ensure that each MPP student receives an appropriate amount of support.

**Completing the Research Integrity: Social and Behavioural Sciences Course**

You are responsible for considering the ethical considerations raised by your proposed Summer Project and it is a requirement of the University that you undertake an ethical review of your project prior to starting your placement. In preparation for this review, you must complete the Research Integrity: Social and Behavioural Sciences course and submit proof of its satisfactory completion to the School by **12 December 2016**. Details of how to submit this will be circulated to you during Michaelmas Term.

**Hilary: securing your placement**

**School-organised placements and how to apply**

The School has developed a range of relationships with different institutions in connection with the Summer Project. Full information about these relationships will be provided after the introductory meeting on 19th October 2016.

For organisations that are of interest to a large number of students, the School will do its best to arrange information sessions where students can ask questions about possible placements directly of the host organisations.

There will be an initial tranche of placement opportunities open for applications at the **start of December 2016**, with a **closing deadline of 23:59 on Monday 16 January 2017**. However, please note that placement opportunities will come up throughout the year. You will be alerted of new opportunities through the weekly MPP Newsletter.

To apply for a School-organised placement, you must submit your CV and a covering letter via the CareerConnect website before the closing date. Your application will then be sent to the host institutions, which will be asked to make their decision, where possible, by **Friday 17 March 2017**.

Please only apply for placements that you would give serious consideration to accepting – please do not apply for placements that you would not consider accepting as this is a waste of BSG and the host organisation’s time.

Please note that even a firm commitment by an organisation to host an MPP student does not require that organisation to host a student if no suitable candidates apply. It is therefore important to set out clearly in your application why you wish to carry out your placement at that organisation and how the organisation would benefit from having you carry out your placement there. Your application should demonstrate thorough understanding of the host’s activities and persuade them of the merits of taking you on.

**Dealing with multiple placement offers**

The School greatly values its relationships with host institutions and you are expected to act with professional integrity in all your exchanges and interactions with them. Should you receive more than one offer of a placement, you should clarify with the host organisations how long those offers are open for acceptance, and be fully honest and transparent in your communications. Failure to keep host organisations fully informed may damage the reputation of both you and the School. It may also result in placements not being offered to other students.
It is the School’s policy that you should never accept a placement unless you are committed to taking that placement. Once you have accepted a placement you must not renege on this offer.

**Student-organised placements**

You can also seek out and identify host organisations of interest to you, which do not have a prior relationship with the School. In these cases, you are asked to liaise directly with potential host organisations and indicate a deadline for their response so that you can either work on identifying a mutually beneficial project or seek out an alternative organisation. The School has produced an electronic flyer and a Guide for Hosts about the Summer Project, both of which you are welcome to send to potential host organisations (both can be found on WebLearn).

If you are approaching a non-BSG contact, please let your SPA know in case other students are also planning to contact that organisation – if several people are all trying to contact the same organisation at the same time, the host organisation may find this problematic. The Summer Project Team can help to avoid such a situation provided you keep them informed of your project ideas.

The School encourages students to have secured a placement by the end of April 2017, and you may find it useful to communicate this in your correspondence. Again, please ensure professional integrity is a feature of all your exchanges and interactions with potential host institutions.

**Making a back-up plan**

If you have applied for a School-organised placement, you should also identify alternative placement options in case your application for a School-organised placement is unsuccessful. Once you have a placement confirmed, you should work with the host organisation to refine the specific project focus and outputs which you will deliver for your host organisation. This should be officially documented and mutually agreed and signed by you and your host organisation in the terms of reference document provided by the School. You should also work with them to identify a suitable supervisor at your host organisation for the duration of your placement.

Summer Project surgeries with your SPA continue throughout Hilary Term and you are encouraged to sign up via WebLearn if there is anything you need to discuss. There will also be a weekly Summer Project drop-in clinic with a member of the Summer Project Team during Hilary and Trinity Terms, where you can come along to ask questions about any of the forms and administration required for your placement or any aspect of the Summer Project.

The team will keep you informed of any important news concerning the Summer Project through the weekly MPP Newsletter.

**Trinity: working through the logistics**

During Trinity Term, you should allocate time to the further development of your project. This could include further refining your project focus and policy question for your BSG Summer Project report.

You should discuss the objectives of your Summer Project with your host and how you will go about achieving this. You should then agree and sign terms of reference for your project using the form provided by the School. This form specifies the project focus, the financial and supervisory commitments of the host institution, and the outputs you will produce for the host institution. Your terms of reference should also include agreements about the use of any confidential information – both in outputs you produce for your host and within your BSG Summer Project report and reflective essay. Please note that some large organisations will have their own terms of reference template, which you can use as an alternative. You must make this available to the Summer Project Team.

Confidentiality can be a concern for host organisations and you should refer to the section on confidentiality in the Guide for Hosts if concerns are raised about your report and/or essay.

You will also need to turn your attention to the Summer Project preparatory paperwork, which needs completing in order for your project to be approved. There will be a whole class meeting with the Summer Project Team early in Trinity Term to explain the process and to address any questions and concerns you might have.

Summer Project surgeries with your SPA continue throughout Trinity Term, if there is anything you need to discuss.

Once your project has been approved, you are free to start your Summer Project from **Monday 19 June 2017**.
Funding your Summer Project

Each student is expected to have sufficient funding to last the entire length of the MPP course, through to 30 September 2017, including the MPP Summer Project.

You should discuss financing options and possibilities with your host organisation as soon as possible. Host institutions may be able to contribute towards your travel and subsistence costs, and in some cases they may even provide a small stipend. If your host institution is unable or unwilling to meet your basic costs, you will need to research other possible sources of funding. Possible sources may include your Oxford College (many of which have travel bursaries) and foundations or grant making bodies in your home countries. Some large scholarship programmes may have bursary schemes to which you can apply; please check the terms of your scholarship for further information. Under no circumstances should you approach providers of individual BSG scholarships without first discussing this with the Summer Project Team.

If funding cannot be obtained from other sources, then you may apply to the MPP Summer Project Bursary Fund.

MPP Summer Project Bursary Fund

All MPP students are entitled to apply to the Bursary Fund to meet the cost of expenses incurred in relation to the Summer Project.

The bursary funding is limited, and is there to support students who have exhausted all other funding options. Applications will be considered by a Bursary Committee, and will be assessed on student need. There is no guarantee of funding and late applications may not be considered.

Applications may be submitted throughout Hilary and Trinity term, but must be made by the deadline of Monday 22 May 2017.

Application criteria and further details about the bursary fund will be made available via SharePoint.

Organising the logistics of your travel

Once you have finalised your Summer Project, you need to take responsibility for applying for any necessary visas, organising appropriate travel insurance, booking your travel and accommodation, and complying with Oxford University’s Health and Safety regulations.

Applying for a visa

If you are travelling abroad for your Summer Project, it is your responsibility to find out if you need a visa.

If you are a UK national, you should consult the Foreign and Commonwealth Office (https://www.gov.uk/government/organisations/foreign-commonwealth-office).

If you are a non-UK national, you should consult the embassy of your home country. You might also like to look at the University’s information on visas during your studies (https://www.ox.ac.uk/students/visa/during?wssl=1).

MPP students holding some scholarships may be restricted to completing their course, including the Summer Project placement, in the UK. Please refer carefully to the terms of your scholarship, if you have one.

We would urge you to investigate visa requirements as early as possible once your placement has been finalised. Problems with visas have in the past delayed placements, or led to last-minute changes in location of projects.

Working in the UK

You should check the terms of both your visa and any scholarship you may receive before committing to a placement, to ensure that you adhere to any restrictions or requirements. Further information about your ability to work in the UK whilst studying on the MPP course can be found on the University’s website.

Organising travel insurance

As you are travelling on University business, you should use the University’s travel insurance policy. You can apply for University insurance cover through the School using the Travel Insurance form, which we will make available to you in Trinity Term.
Booking your travel

It is your responsibility to organise and book your own travel. However, you are welcome to make use of the University quote service.

Finding suitable accommodation

It is your responsibility to find suitable accommodation whilst on your placement. You should, however, ask your host organisation for advice about the best places to stay. Please note this is an important part of the risk assessment process.

Vaccinations and medications

If you are going abroad, and you require vaccinations and/or medication such as anti-malarial drugs, the University Occupational Health Service offers a comprehensive service through their Travel Clinic. Please allow plenty of time for this. The School will meet the costs of any vaccinations or medications you need to take, provided these are organised through the University’s Travel Clinic. It is, however, your responsibility to find out whether you need these for where you are going, and to organise this yourself in advance of your trip.

If you are British, EEA or a Swiss National, or ordinarily resident in the UK and travelling to a European country, you will also require an up-to-date European Health Insurance Card (EHIC) card.

Supplying the University with details of your placement

The University asks full time graduate students to update Student Self Service to provide details of any overseas study placements of two weeks or longer. This information is used for the University’s annual government reporting.

Once you are on your placement

Having all your important contact numbers to hand

Make sure you have a list of all-important contact numbers readily available whilst you are on your placement. This should include the University’s Travel Clinic and Emergency numbers, as well as a number for a suitable medical facility in the area you are working. It should also include the School’s emergency contact number, your host organisation supervisor’s contact details, the Summer Project Team’s contact details, and your travel insurance details.

Keeping in touch with the School and communicating your experiences

Please remember that you are required to inform the School of any problems that arise whilst on placement. This includes any problems with the project itself, with your host organisation, any health, or any other personal problems or complications that occur. The Summer Project Team will send you travel advice issued by the FCO/ or other organisation whilst you are on your placement. Please read this advice carefully for your own safety but also because it may alter your risk assessment and have an effect on the status of your travel insurance. This will be sent to you via your Oxford University email address, so please ensure you check this frequently. The Summer Project Team will send you any advice in relation to the country in which you are carrying out your Summer Project.

We welcome feedback from you at any point whilst you are on your placement. The School also wants to showcase the many varied activities you all undertake through the Summer Project. We are keen to receive photos that capture some of the things you have been doing. Please send these to comms@bsg.ox.ac.uk.

Keeping your Summer Project preparatory paperwork up-to-date

Please note that it is your responsibility to keep your Summer Project preparatory paperwork up-to-date during your placement and to submit this to the School. The Insurance Office will request an up-to-date, approved risk assessment from the School should you make a claim on your insurance.

Adhering to the School’s Code of Conduct

As a student of the Blavatnik School of Government, you represent and act as an ambassador for us during your placement. We ask that you continue to adhere fully to the School’s Code of Conduct whilst on your placement. This Code of Conduct, documented at the beginning of the Student Handbook, asks that you: respect and learn from...
diversity; commit fully to learning; and deliver to the best of your ability.

**Respecting local laws and customs**

It is your responsibility to familiarise yourself with the local laws of the country you are working in, and to abide fully to these. You should also respect any local customs of which you are aware.

**Post placement: submitting your report and completing the School’s survey**

It is your responsibility to ensure you submit your Summer Project report and reflective essay by 12 noon on Friday 1 September 2017. You must submit two hard copies of both the report and the essay to the Examination Schools located at 75–81 High Street, Oxford, OX1 4BG. If you are unable to submit your report in person, you must ensure a hard copy is posted in sufficient time to meet the deadline.

You are also responsible for submitting an electronic copy via the WebLearn Assignments tool so that it can be run through Turnitin, the University’s anti-plagiarism software.

**What you can expect from your host organisation**

The host organisation is expected to provide you with properly structured supervision where the goals of your assignment are established at the outset, and benchmarks agreed to in order to measure progress and achievement. Although many of the objectives and goals of the project will have been agreed to prior to the start of the project, it will be useful to review these periodically as the project progresses.

More specifically the host organisation is expected to:

- Determine goals and objectives in agreement with you
- Set and explain your specific duties and responsibilities
- Establish a timeline for the project
- Supervise or designate a primary supervisor – something which is key to the success of the project
- Supply professional-level feedback to you on an ongoing basis
- Advise BSG of any problems or changes in schedule
- Monitor your work and progress.

The host organisation supervisor will be asked for feedback on your placement both during and at the end of the project. This will be used to assist the School in monitoring and evaluating the overall quality and impact of the Summer Project component of the degree course.

**Key dates and deadlines**

Key dates and deadlines for the Summer Project, which you are required to adhere to, are as follows:

- **Wednesday 19th October 2016**: Summer Project introductory seminar
- **Monday 31 October 2016**: deadline for submission of initial Summer Project Form and CV
- **Monday 12 December 2016**: Research Integrity: Social and Behavioural Sciences course to be completed
- **Start of December 2016**: first tranche of applications open on CareerConnect for school-organised placements
- **Monday 16 January 2017**: deadline for applications for first tranche of School-organised placements
- **Friday 17 March 2017**: confirmation, if applicable, from host organisation on whether you have been successful with your application for a School-organised placement
- **April 2017 (date tbc)**: whole-class meeting about Summer Project preparatory paperwork
- **May 2017 (date tbc)**: whole-class meeting about the Summer Project
- **Monday 22 May 2017**: MPP Summer Project Bursary deadline
- **Monday 19 June 2017**: the point at which you are free to commence your placement provided you have submitted all necessary paperwork, and all necessary authorisations have been obtained
- **Noon, Friday 1 September 2017**: deadline for submitting your BSG Summer Project report and reflective essay.
What to do if problems arise

If anything goes wrong with the placement itself, such as not being able to get information needed to complete the project, if the host organisation does not do what they have promised, or if your host organisation supervisor is unwell or unexpectedly away, the School needs to know. The School will work with you to help ensure any problems you encounter are rectified.

Health problems

If you experience any health problems whilst you are on your placement, you should contact the Travel Clinic at the University’s Occupation Health Service. For general advice, Monday to Friday during usual office hours, call on +44 (0) 1865 282676, or visit their website: http://www.admin.ox.ac.uk/uohs/travelhealth/

If it is an emergency, you will have to access medical care in an appropriate way at the nearest medical facility.
The Professional Skills for Public Policy Careers programme complements the MPP course and contributes to the opportunity for students to achieve the five key skills, the MPP’s key learning outcomes. The programme encourages you to reflect upon your own professional experiences and to identify skills that you wish to acquire, develop or enhance during your time on the course. You are also strongly encouraged to draw upon the extensive range of skills and experiences within the student cohort and share your own.

The programme for MPP students in the 2016-2017 cohort has three strands; public policy skills, career development skills and personal development.

**Public Policy Skills**

The following skills are considered essential for a successful career in public policy: formulating policy; communicating; leading, managing and influencing people; delivering programmes; and engaging with creativity and innovation. Practitioners, who include Fellows of Practice at the School and practising senior UK civil servants, lead sessions in these five areas. Communicating, for example, includes the opportunity to work one-to-one on your public speaking skills with an award-winning public speaking executive coach, whilst writing for policy classes are delivered by civil servants and former policy advisors.

**Career Development Skills**

A range of opportunities allow you to reflect on your career aspirations and give you the opportunity to gain the skills and advice necessary to make the first steps towards achieving your career goal. These include:

- Student led peer-to-peer career development mentoring
- The Professional Mentoring Scheme, which pairs interested MPP students with senior professionals from a range of organisations for one-to-one meetings to discuss career development
- The University of Oxford Careers Service, which offers a comprehensive service for students, researchers, alumni and recruiters, including one-to-one CV, covering letter and personal statement advice. More details can be found here: [https://www.careers.ox.ac.uk](https://www.careers.ox.ac.uk)

**Personal Development**

The MPP is an intensive course of concentrated learning, which enables you to practise and develop effective time-management skills. It is important to make time regularly to actively reflect on your learning and personal development. The following opportunities help facilitate this:

- You will be allocated an academic supervisor. Meetings with supervisors are designed to encourage you to reflect on your learning, and help you track and recognise progress towards mastery of the five key skills.
- You will hear from and question pre-eminent policy practitioners at the Dean’s Forums and be inspired by the vast number of impactful leaders who speak at the School.
- You will be able to develop your leadership skills through engagement with the MPP Course Director’s Leadership Development Workshop series.

- The BSG Alumni LinkedIn Group, which students are invited to join at the beginning of Michaelmas Term to encourage professional networking with alumni.

Preparation for the MPP Summer Project placement programme begins in Michaelmas Term. The process of securing a placement involves all the skills required to secure employment (e.g., defining careers aspirations, identifying relevant opportunities, honing CVs, writing covering letters and personal statements, preparing for and performing in interviews). Each student benefits from a Summer Project Advisor who guides you through the procedures that help you secure a Summer Project placement.
Meet the team

CORE ACADEMIC TEAM

The MPP is taught by BSG scholars and other outstanding policy-focused academics and practitioners from the University and beyond. For more information about our faculty, please see the Meet Our People section of the BSG website.

Professor Ngaire Woods

Dean of the School
dean@bsg.ox.ac.uk

Ngaire Woods is Dean of the School. She is the founding Dean and is responsible for its overall development and its teaching. She was educated at Auckland University (BA in Economics, LLB Hons in Law). She studied at Balliol College, Oxford as a New Zealand Rhodes Scholar, completing an MPhil in International Relations (with Distinction) and DPhil. She won a Junior Research Fellowship at New College, Oxford (1990-1992) and subsequently taught at Harvard University (Government Department) before taking up her Fellowship at University College, Oxford. Her teaching focuses on International Relations with a particular focus on international economic institutions. In addition to her role at BSG, Ngaire Woods is Professor of Global Economic Governance and Director of the Global Economic Governance Programme (www.globaleconomicgovernance.org).

Ngaire’s areas of interest include globalisation, the IMF, the World Bank, the WTO and other global economic institutions; developing countries in the global economy; and global governance. She has authored many books on these and related topics. Her recent books include Networks of Influence? Developing Countries in a Networked Global Order (with Leonardo Martinez-Diaz, Oxford University Press, 2009), The Politics of Global Regulation (with Walter Mattli, Oxford University Press, 2009), The Globalizers: the IMF, the World Bank and their Borrowers (Cornell University Press, 2006), Exporting Good Governance: Temptations and Challenges in Canada’s Aid Program (with Jennifer Welsh, Laurier University Press, 2007), and Making Self-Regulation Effective in Developing Countries (with Dana Brown, Oxford University Press, 2007). She has previously published The Political Economy of Globalization (Macmillan, 2000), Inequality, Globalization and World Politics (with Andrew Hurrell, Oxford University Press, 1999), Explaining International Relations Since 1945 (Oxford University Press, 1986), and numerous articles on international institutions, globalisation, and governance.
Peter is the Vice-Dean for Academic Affairs and Professor of Public Policy. Prior to joining BSG in 2011, he was Head of Oxford’s Department of Social Policy. He has also held professorships at the Universities of York and Glasgow. Before becoming an academic, Peter was employed by an NGO in London working in the field of housing and homelessness.

Throughout his career Peter has contributed to debates about the impact and reform of policy and practice. He has been consulted on housing allowance reform by government officials in Britain and overseas. And he was the Special Advisor to the House of Commons Select Committee’s Inquiry into the Local Housing Allowance. Peter was a member of the UK Department for Work and Pension’s Housing Benefit Reform Programme Board (2002-06), which provided oversight of the Labour Government’s reforms of the housing benefit scheme. He was subsequently a member of the DWP’s Housing Benefit Strategy Committee (2006-10).

Peter’s main area of research is housing and housing policy, particularly housing allowances and private rental housing. Recent books include Housing Allowances in Comparative Perspective (2007); Transforming Private Landlords: housing, markets and public policy (2011); and Private Rental Housing: comparative perspectives (2014).

Peter is on research leave for 2017.

Karthik Ramanna is Professor of Business and Public Policy and Director of the Master of Public Policy Programme at BSG. Karthik joined Oxford after nearly a decade on the faculty of Harvard Business School. At Harvard, he also held the Henry B. Arthur Fellowship in Ethics, the Marvin Bower Fellowship recognising innovative faculty research, and a visiting fellowship at the Kennedy School of Government. Additionally, he is a faculty associate of the Weatherhead Center for International Affairs.

Karthik’s scholarship explores the role of business leadership in shaping the basic rules that govern capital-market societies. His book Political Standards (University of Chicago Press) studies the political and economic forces that have shaped corporate financial reporting standards over the last 30 years. He argues that accounting rulemaking is an allegory for the “thin political markets” where businesses shape – and sometimes subvert – the essential technical edifices of our economy.

At Harvard, Karthik taught the required MBA course Leadership & Corporate Accountability, where he helped build a curriculum to develop leaders who can confront the 21st century’s most challenging problems, including institutional corruption and income inequality. He has also
taught accounting, finance, and general management to graduate students and senior executives.

Karthik has authored over two-dozen HBS case materials and over a dozen original research articles in leading professional outlets such as the Accounting Review, the California Management Review, and the Harvard Business Review. His scholarship has won awards from numerous bodies such as the American Accounting Association. Karthik serves on the editorial boards of several scientific journals, including as co-editor of the interdisciplinary journal Accounting, Economics & Law and as associate editor of the Journal of Accounting & Economics, the most-cited outlet in that field.

To more directly impact business policy, Karthik occasionally writes for the popular press, including the New York Times and the Economic Times. He has also consulted with the Brookings Institution, the Center for Audit Quality, and several leading auditing and financial firms.

Karthik received his PhD in Management from the Massachusetts Institute of Technology. He is an American citizen.

Professor Bo Rothstein

Convenor of Policy Challenge

bo.rothstein@bsg.ox.ac.uk

Bo Rothstein is Professor of Government and Public Policy at BSG and Professorial Fellow of Nuffield College. Before coming to Oxford (in January 2016) he held the August Röhss Chair in Political Science at University of Gothenburg in Sweden where he was co-founder and head of the Quality of Government (QoG) Institute. He took his PhD in Political Science at Lund University and before coming to Gothenburg he was Assistant and Associate Professor at Uppsala University. Bo has been a Visiting Scholar at the Russell Sage Foundation, Collegium Budapest for Advanced Study, Harvard University, University of Washington-Seattle, Cornell University, Stellenbosch Institute for Advanced Study, the Australian National University and Stanford University. His book Corruption and the Opposite of Corruption will be published by Cambridge University Press in 2016. His recent books English are The Quality of Government: Corruption, Inequality and Social Trust in International Perspective (University of Chicago Press, 2011) and the co-edited volume Good Government: The Relevance of Political Science (Edward Elgar, 2012). Among his other books in English are Just Institutions Matter: The Moral and Political Logic of the Universal Welfare State and Social Traps and the Problem of Trust (both published by Cambridge University Press). He has published in journals such as World Politics, World Development, Comparative Politics, Governance, Comparative Political Studies and Politics & Society. Since 2012 he has been a member of the Royal Swedish Academy of Sciences. In 2003, he was awarded a Leading Scholars grant by the Swedish Science Council and in 2013 he received an Advanced Research Grant from the European Research Council.
Professor Jonathan Wolff

Co-convenor of Core I: Foundations

jonathan.wolff@bsg.ox.ac.uk

Jonathan Wolff is Chair in Public Policy at BSG and is associated with Wolfson College. He was formerly Professor of Philosophy and Dean of Arts and Humanities at UCL.

He is a political philosopher who works on questions of equality, disadvantage and social justice. His work in recent years has also turned to applied topics such as public safety, disability, gambling, and the regulation of recreational drugs, which he has discussed in his books *Ethics and Public Policy: A Philosophical Inquiry* (Routledge 2011) and *The Human Right to Health* (Norton 2012). Earlier works include *Disadvantage* (OUP 2007), with Avner de-Shalit; *An Introduction to Political Philosophy* (Oxford University Press, 1996, third edition 2016); *Why Read Marx Today?* (Oxford University Press, 2002); and *Robert Nozick* (Polity 1991). His current work concerns social equality and social exclusion. He has had a long standing interest in health and health promotion, including questions of justice in health care resource allocation, the social determinants of health, and incentives and health behaviour. He has been a member of the Nuffield Council of Bioethics, the Academy of Medical Science working party on Drug Futures, the Gambling Review Body and the Homicide Review Group. He is an external member of the Board of Science of the British Medical Association, and a Trustee of the Responsible Gambling Trust, for whom he chairs their research committee. He writes a monthly column on higher education for The Guardian.

Dr Tom Simpson

Co-convenor of Core I: Foundations (Sabbatical during Michaelmas term 2016)

thomas.simpson@bsg.ox.ac.uk

Tom Simpson is Associate Professor of Philosophy and Public Policy at BSG, and a Senior Research Fellow at Wadham College. He joined the School from Cambridge, where he was educated (BA, MPhil, PhD) and was a Research Fellow at Sidney Sussex College.

Between degrees he served as an officer with the Royal Marines Commandos for five years, with tours in Northern Ireland; Baghdad, Iraq; and Helmand Province, Afghanistan.

Tom’s research centers on the notion of trust and its practical implications. Trust raises important theoretical questions. These include: What is trust? When is trust justified? Under what conditions do we know by trusting others? How should trust be restored when broken? In applied areas, he works especially on the ethics of Information and Computing Technologies; the ethics of war; and the intersection of the two.
Dr Clare Leaver

Co-convenor of Core II: Economics

clare.leaver@bsg.ox.ac.uk

Dr Clare Leaver is Associate Professor of Economics and Public Policy at BSG and Fellow of University College. Prior to this, she was a University Lecturer in Economics in the Department of Economics at Oxford and Fellow of The Queen’s College. Clare completed her PhD studies at the University of Bristol, and remains an associate member of Bristol’s Centre for Public and Market Organisation. She moved to the University of Oxford to take up a Postdoctoral Research Fellowship in 2003, and was appointed to a University Lectureship in 2007. She is the Director of the Service Delivery Programme at the Oxford Institute for Global Economic Development, and Research Coordinator of the Research into Improving Systems of Education Programme (http://www.riseprogramme.org) hosted by BSG.

Much of Clare’s research focuses on careers and incentives within the public sector. In previous research, she has studied Public Utility Commissioners in the United States, and the senior judiciary in England and Wales. In current work, she is focusing on incentives for educators in low and middle-income countries. Specific projects include studies of the effectiveness of paying for locally monitored teacher presence in Uganda; the impact of paying for teacher preparation and pedagogy, alongside more standard metrics of teacher presence and student performance, in Rwanda; and the welfare consequences of school ‘supply-side’ responses to the Right to Education Act in India.

Dr Anandi Mani

Co-convenor of Core II: Economics

anandi.mani@bsg.ox.ac.uk

Anandi Mani is an Associate Professor of Behavioural Science and Public Policy at BSG. She is a Member at the Institute of Advanced Study at Princeton (2014-15), Research Fellow at the Centre for Competitive Advantage in the Global Economy (CAGE) in the UK and a Research Associate at Ideas42, a think tank for applying behavioral economics at Harvard University. Her research interests lie at the intersection of development and behavioral economics, with an emphasis on issues related to the psychology of poverty, gender and political economy. Her recent work studies how poverty and social exclusion impose constraints on individuals’ cognitive and non-cognitive capacities, and the implied consequences for their decision-making, productivity and life outcomes. Some of her work in political economy examines the impact of female political representation on crimes against women. Her work has been published in prominent economics and science journals and featured in the New York Times, BBC, The Guardian and other major news outlets.
Dr Maya Tudor

Convenor of Core III: The Politics of Policymaking

maya.tudor@bsg.ox.ac.uk

Maya Tudor is an Associate Professor of Government and Public Policy at BSG. Her research investigates the origins of stable, democratic and effective states across the developing world with a particular emphasis upon South Asia. She was educated at Stanford University (BA in Economics) and Princeton University (MPA in Development Studies and PhD in Politics and Public Policy). She has held Fellowships at Harvard University’s Belfer Center for Science and International Affairs and Oxford University’s Centre for the Study of Inequality and Democracy. Her latest book The Promise of Power (Cambridge University Press, 2013), was based upon a dissertation that won the American Political Science Association’s Gabriel Almond Prize for the Best Dissertation in Comparative Politics. The book investigates the origins of India and Pakistan’s puzzling regime divergence in the aftermath of colonial independence. She is also the author of a number of articles in Comparative Politics, Party Politics, and Journal of Democracy. Maya Tudor has also worked as a Special Assistant to Chief Economist Joseph Stiglitz at the World Bank, at UNICEF, in the United States Senate, and at the Bangladesh Rural Advancement Committee, recently ranked the world’s top NGO. A dual citizen of Germany and the United States, she has lived and worked in Bangladesh, Germany, France and India.

Dr Adam Ritchie

Convenor of Core IV: Science and Public Policy

adam.ritchie@bsg.ox.ac.uk

Adam Ritchie is a Departmental Lecturer at BSG and a Lecturer in Human Sciences at St Catherine’s College. Adam completed his undergraduate and DPhil studies at the University of New South Wales, Australia. He holds a Postgraduate Diploma in Education (Oxford), is a Senior Fellow of the Higher Education Academy, and was awarded a Teaching Excellence Award from the University of Oxford in 2013. Adam’s area of scientific interest is the interaction between infectious organisms and the human host, and he has researched areas as diverse as malaria, prions, and the bacterium Pseudomonas aeruginosa. His most recent scientific work has been on HIV immunology as part of the Centre for HIV/AIDS Vaccine Immunology (http://www.chavi.org/), which was recognised with receipt of the CHAVI Young Investigator Award (2010). Adam also carries out work involving the science, education, and policy interface, including scientific capacity building and improving science education internationally.
**Professor Dapo Akande**

Convenor of Core V: Law and Public Policy  
dapo.akande@spc.ox.ac.uk

Dapo Akande is Professor of Public International Law, University of Oxford where he is also Co-Director of the Oxford Martin Programme on Human Rights for Future Generations Programme, of the Oxford Institute for Ethics, Law and Armed Conflict and Yamani Fellow, St Peter’s College. He has held visiting professorships at Yale Law School (where he was also Robinna Foundation International Fellow), the University of Miami School of Law and Catolica Global Law School, Lisbon. He is a member of the boards of several journals, academic and professional organisations, including: the Editorial Boards of the American Journal of International Law and the European Journal of International Law; and the International Advisory Panel for the American Law Institute’s Restatement Fourth, The Foreign Relations Law of the United States. He is founding editor of the scholarly blog; *EJIL:Talk!*.  

Dapo has worked with states, non-governmental organisations, United Nations organs, the African Union Commission and the Commonwealth Secretariat on a wide range of international law issues. He has advised in cases before several international tribunals and national courts. He has varied research interests within the field of general international law and his publications has published on the law of armed conflict, international criminal law, the law of international organisations, human rights law and international dispute settlement.

**Dr Julien Labonne**

Co-convenor of Core VI: Policy Evaluation  
julien.labonne@bsg.ox.ac.uk

Julien Labonne is an Associate Professor in Economics and Public Policy at BSG. His research is focused on issues of clientelism, electoral politics and social networks. He carries out field experiments, designs household surveys and uses large-scale datasets to test models of voter and politician behavior in developing countries. He has a particular interest in Southeast Asia and most of his fieldwork takes place in the Philippines.  

Prior to joining BSG Julien was an Assistant Professor of Social Sciences (Economics) at Yale-NUS College in Singapore, and completed his PhD in the Economics Department at the University of Oxford. Julien previously worked at the World Bank and has consulted for the Asia Foundation, the Millennium Challenge Corporation and the OECD. Julien also holds Master degrees from the University of Oxford, University College London and ENSAE Paris Tech.
Dr Martin Williams

Co-convenor of Core VI: Policy Evaluation

martin.williams@bsg.ox.ac.uk

Martin Williams is an Associate Professor in Public Management at BSG, and Research Fellow at Green Templeton College. His research is on management, policy implementation, and political economy, mostly focused on Africa. His work involves close collaboration with governments to answer questions that are of interest to policymakers and academics alike, such as why some ministries work better than others, why many development projects never get finished, and what can be done to improve performance.

Prior to joining BSG, Martin was a Postdoctoral Research Fellow at University College London, Department of Economics, and completed his PhD in the Government Department at the London School of Economics and Political Science. Martin previously worked as an economist in Ghana’s Ministry of Trade and Industry as an Overseas Development Institute Fellow and was a Senior Researcher at the Economic Policy Research Institute in Cape Town. Martin also holds MSc degrees in African Studies and Economics for Development from Oxford University, and a BA in Economics from Williams College.
MPP ADMINISTRATIVE STAFF

Student and Alumni Affairs Office

The Student and Alumni Affairs Office will be your main point of contact for administrative support during your course. Our office hours are 9.00-17.00 Monday-Friday. If you would like to meet with one of us in person please email mpp@bsg.ox.ac.uk in advance so that we can let you know our availability. Key people you will meet over the course of the MPP are:

Eleanor Taylor

Programmes Assistant – Student Support

Eleanor provides administrative support to on-course MPP students and manages general student enquiries.

Caroline Davies

Programmes Officer – Assessment and DPhil programme

Caroline manages all assessment for the MPP programme and also supports the DPhil students.

Natasha Forrest

Degree Programmes Manager

Natasha leads the team that supports administration of the MPP and DPhil in Public Policy. She is responsible for ensuring that all course-related administration, from induction through course delivery and examination to programme completion, is carried out efficiently and effectively.
Vanessa Pinder

Summer Project and Professional Skills Manager

Vanessa is responsible for overseeing the delivery of the Summer Project Programme and Professional Skills during the MPP.

Cheryl Riley

Programmes Assistant – Professional Skills and Alumni

Cheryl manages the administration of the Professional Skills component of the MPP programme and assists with alumni relations.

Julie Sanders

Programmes Officer – Summer Project

Julie manages the administration of and enquiries about the Summer Project.
OTHER KEY ADMINISTRATIVE STAFF

Facilities Team
Manages BSG’s premises and facilities. Contact facilities if the kitchen or printer have run out of supplies. For more information on the facilities at BSG please see page 50.
facilities@admin.ox.ac.uk
- Facilities Manager – Sally-Ann Lyon
- Front of House Supervisor – Anne Wynne
- Receptionist - Anda Hincu

ICT Team
Provides technical and AV support for BSG’s staff, students and faculty. Contact ICT if you are having problems with BSG ICT equipment. For more information on our IT facilities please see page 51.
ICTService@bsg.ox.ac.uk
- Head of ICT – Matt Treavis
- Technical Support Officers - Phil Leonard, Filip Jurik, Alan Tipping

Executive Office
Provides strategic and practical support to the Dean, Chief Operating Officer and senior faculty; coordinates School governance and supports new project and initiatives. Contact the Dean’s Office if, for instance, they have been liaising with you concerning a meeting with the Dean.
deans.office@bsg.ox.ac.uk
- Head of Executive Office – Hilary Coyne-Barr
- Dean’s Office Team: Daisy Grieve and Anastasia Nkhalamba

Communications Team
Manages BSG’s communications, press relations, marketing and social media to promote the School’s reputation and enhance its impact. Contact Communications if you would like to submit a blog post.
comms@bsg.ox.ac.uk
- Director of External Relations - Chris Deerin
- Multimedia and Digital Content Manager – Alice Watanabe
- Communications and Marketing Officer – Giulia Biasibetti

Events Team
Oversees the planning and delivery of all BSG events. Contact Events if you have a question about a BSG event.
events@bsg.ox.ac.uk
- Events and Stewardship Manager – Joely Gibbens
- Events Officer – Anna Walker

Please note: If you are not sure who to contact you can email mpp@bsg.ox.ac.uk, and we will direct you to the relevant person within the department. If your query relates to any of the following: Your personal computer, registration, matriculation, graduation, or deadline extension; you will instead need to contact your college.
Teaching and learning

Lectures, seminars and classes

The MPP is an intensive course: In terms of content, it is similar to an 18 month-long programme but concentrated into 12 months. We organise and provide all the lectures, seminars and classes you need to successfully complete the course.

All BSG teaching is approved and monitored by the BSG Teaching and Graduate Studies Committee, which includes the MPP Course Director and BSG faculty.

The formal teaching curriculum is complemented with regular seminars and meetings with a wide and influential network of senior policy figures from around the world. These leading thinkers and practitioners offer up-to-the-minute insights into the issues of the day, drawing on their specific policy-focused experiences. They include Dean’s Forums – discussions between the Dean and a guest at which all students can attend – and sessions organised by the Professional Skills team.

Further details of your lectures, seminars and classes will be provided via WebLearn, as well as access to many of the learning resources.

MPP timetable

All core teaching and optional BSG events are displayed on the MPP timetable. It’s important to check your timetable frequently; if there are changes to scheduled sessions these will be reflected in the calendar (but will also be flagged up via email and, where appropriate, in the newsletter and on the display screens in the building). More information on how to subscribe to and use your timetable will be provided at induction.

MPP newsletter

Each Friday during term time the Programmes Team sends out a newsletter with key information on MPP teaching, notices from other areas of BSG, and activities and events taking place around Oxford that may be of interest to you. This may also contain reminders about assignments and deadlines, and requests for volunteers, as well as other opportunities.

Please read the newsletter each week. We use this as our primary means of communication with the class as a whole, and ensure that the information it contains is concise and relevant. If you have a query it is very likely that the answer will be either in this handbook or the newsletter.

Key learning resources

WebLearn

Many of the key materials you are required to read for the particular MPP courses will be available electronically through WebLearn. Please be aware that this material is subject to UK copyright law and that you are expected to abide by this.

WebLearn is a secure online platform, providing tools for accessing course materials, reading lists and discussion forums and for viewing and uploading assignments. It provides convenient access to the documents, reading lists and weblinks used in your classes. Your reading lists for each module will be provided in the form of PDF documents with hyperlinks taking you directly to the reading on the Bodleian Libraries’ online catalogue.

WebLearn can be accessed via any PC and web browser. Simply visit the course WebLearn site (MPP 2016) and log in with your Single Sign On (SSO) username and password. To upload assignments, and to sign up for meetings, you will need to log in to the WebLearn site on a desktop or laptop computer.

Slides

BSG asks lecturers to send any slides in advance of their teaching to be saved to the system. While this does not always occur, we do aim to provide students with slides before the lecture starts, unless specifically requested by the lecturer not to do this. Please note that not all lecturers will use slides.
It is the lecturer’s choice whether they want their slides to be available prior to the lecture; if they do not, then the slides will be placed on WebLearn as soon as possible after they become available. Occasionally, we are not able to disseminate slides through WebLearn due to copyright issues with material included in them; if this is the case, we will let you know.

**Sign ups**

Throughout the MPP, you will also be invited to sign up to various optional (non-core) events, such as seminars, Dean’s Forums, careers workshops, and alumni relation sessions via the WebLearn portal. These opportunities will be announced through the weekly MPP newsletter.

**Libraries**

While most of the key readings and materials for the MPP modules will be available electronically through WebLearn, there will be times when you will need to go beyond these resources. In these cases, you will be able to make use of the outstanding library facilities of the University. There are more than 100 libraries in Oxford, but you are likely to find all that you need in just a few of these. All of the libraries’ collections can be searched using the library catalogue, SOLO (http://solo.bodleian.ox.ac.uk/).

The library you are most likely to use is the Bodleian Social Science Library (http://www.bodleian.ox.ac.uk/ssl). This is one of Oxford University’s biggest lending and reference libraries and it is from here that you will be able to access and borrow many of the books that will be relevant to your MPP studies. You are allowed to take out a maximum of 30 books at a time. Books can usually be borrowed for seven days, though more popular items are lent out on shorter loans for two days. You will need your University Card to enter the library and to borrow books. The library also holds print journals, though these can usually be accessed online as an e-resource. Opening hours and contact details for the library can be found on its website.

As a Legal Deposit Library, the Bodleian Libraries as an organisation has the right to claim a copy of every item published in the UK and Republic of Ireland – though as these are archive copies, all legal deposit items are for library use only. This means you can usually access almost anything you are looking for. The material is stored on open shelves in reading rooms around the city and there are some 8 million items held offsite in Swindon. To read material held in Swindon, you need to order it in advance (usually 24 hours) on SOLO and select where you would like it delivered. Possible reading locations include reading rooms in the Bodleian Library, the Radcliffe Camera and the Social Science Library. Once you have ordered an item, it will be available for you to read at the selected reading location for seven days. Many publishers are now depositing online, and at their request this ‘Legal Deposit’ material is available to read on Bodleian Libraries PCs only.

Other libraries that may be of interest to you include: the Nuffield College Library (for social sciences), St Anthony’s College Library (which includes Russian, Middle East, Far East and Latin American collections), and the Sainsbury Library in the Said Business School. You will need to contact these libraries in advance to get permission to use them. Contact details for these and all the other University of Oxford libraries can be found at http://www.bodleian.ox.ac.uk/subjects-and-libraries/libraries.

The Bodleian Libraries offer workshops, guides and tutorials on information discovery and scholarly communication skills. More information is available at http://www.bodleian.ox.ac.uk/using/skills.

The Bodleian Libraries also provides a number of online guides for subject specific resources which can be explored at http://libguides.bodleian.ox.ac.uk.

**E-resources**

Many of the key materials you are required to read for the particular MPP courses will be available electronically through WebLearn. Please be aware that this material is subject to UK copyright law and that you are expected to abide by this.

A vast number of other journal articles, and some books, are also available as e-resources and can be accessed online via SOLO. For more information about what e-resources are available and how to access them, see http://www.bodleian.ox.ac.uk/ssl/finding-resources/resources-by-format?

**Scan Policy**

Under UK copyright law, we are able to provide a scan of one chapter of any book, one article of any issue of a journal, or 10% of either, whichever is greater. Where a book is out
of copyright (for UK-published material this is pre-1923, or 70 years after the death of the author), or, for more recent publications, where an e-book version is available for institutional access, we will provide a link to read this online.

We have requested the e-books be purchased in a format that permits multiple people to read them online at the same time. If you wish to download a copy, you will only be able to download it for a limited time (depending on supplier) and will then have to download it again.

**Book purchasing**

BSG will aim to ensure that six copies of required readings are provided in the Social Science Library, and three copies of further readings, if an e-book version is not available for institutional access. Where a book is likely to be popular, we will request that copies are confined to the library, or are available on short loan, to enable more students to access them.

**Learning Hub**

The Learning Hub is the student study room located on the fourth floor. It contains some key texts, as well as other books which have been generously donated to BSG. The full list of these books can be found on WebLearn. Please note that these are the property of BSG, and are not to be removed from the Learning Hub. We take a stock take of these books once a term; if there are books missing then the cost of replacing these will be taken out of the student social budget.

In addition to reading material, the Learning Hub contains a number of Apple Mac computers, desks and whiteboards to aid your study.

**Additional Resources**

**Lynda.com**

All University members have free access to a vast online library of video-based courses at Lynda.com.

There are over 4,000 courses, which are perfect for developing IT skills to support your studies or future careers. The video courses are supported by transcripts and practical exercises, and are a useful just-in-time reference. Lynda.com can be accessed anytime and anywhere to build your IT skills. To access all courses simply register using your Single Sign-On here http://courses.it.ox.ac.uk/lynda.

**Language support**

Part of the conditions of entry to the MPP was a minimum standard of English to enable successful participation and completion of the programme. Nevertheless, you may benefit from language courses that are provided by the University. The School hosts one Academic Writing course and one Communication Skills course on Thursdays in Michaelmas Term for a limited number of students. Further details about these will be published in the first MPP Newsletter of term.

As a full-time registered student, you have access to many courses and services offered by Oxford University Language Centre. These run throughout the academic year, can be taken for one, two or three terms, and cost up to £35 per term. Though graduate students are given priority, there are often waiting lists, so you will need to book as early as possible, particularly if you want to attend a course in Michaelmas. For Michaelmas 2016 courses, registration opens from 3 October. Oxford University Language Centre also runs a specific course for spouses and partners of registered students. This course costs around £135 per term. More information about these courses and other language supports can be found at http://www.lang.ox.ac.uk.

**Supervision**

Your University supervisor is an academic from the MPP academic team. Their role is to guide you through your studies. Your supervision sessions give you an opportunity to discuss your work and review your progress. In particular, these sessions should be used to:

- Discuss the overall progress you are making on the course
- Raise any problems you are having with the course and its specific modules
- Work out which Option modules are most appropriate for you
- Work through the details of your Summer Project
You will typically have four formal supervision sessions with your supervisor. The first will take place within the first two weeks of you starting on the course. Please email your supervisor to arrange this introductory meeting. You will also meet with your supervisor towards the end of each term. It is your responsibility to initiate these termly sessions. You should also keep in regular contact with your supervisor throughout the term, updating them on the progress of your studies. This is particularly important if you are experiencing any difficulties.

The University recommends that you:

- Discuss with your supervisor the kind of guidance and comment you would find most helpful, and explicitly agree a schedule of meetings
- Provide information or hand in work in good time, and give adequate notice for requests for unscheduled meetings, or for references. Remember that supervisors have many competing demands on their time
- Keep a brief record of what was discussed at each of your meetings
- Be aware that constructive criticism is central to completion of a Master’s course, and welcome comment on strengths and weaknesses of any work you may submit
- Don’t hesitate to take the initiative in raising problems or concerns, and in drawing any major concerns or complaints to the attention of your supervisor and the MPP Course Director
- Give full weight, if any problems arise, to any guidance and corrective action your supervisor or other MPP faculty may propose
- Provide any reports on your progress as requested by your supervisor

While unusual, we recognise that it can occasionally be appropriate for you to change supervisor because of irreconcilable differences in temperament or approach. If you find yourself in a situation where you feel a change of supervisor is necessary, you should contact the MPP Course Director, who will discuss this further with you.

**GSS reports**

GSS (Graduate Supervision System) is the University’s online system for both you and your supervisor to submit reports on your academic progress. GSS reports are completed each term. All information entered into GSS is governed by the University’s Data Protection Act (http://www.admin.ox.ac.uk/dataprotection/).

**Your responsibilities:**

You will receive an email at the end of Week 5 each term asking you to complete your own self-assessment by the end of Week 7. Completing the GSS has two benefits: it allows you to reflect on your own learning and develop a critical approach to your development, and it provides invaluable information to your supervisor. For these reasons, we expect you to punctually complete the GSS each term. You can access GSS at www.admin.ox.ac.uk/gss and can log on with your Single-Sign On username and password. We encourage you to structure your reflection around the Five Key Skills of the MPP and how well you feel you are progressing towards developing them.

**Important**

When you receive your email requesting you to complete your self-assessment, please act on it promptly. Maintaining good records is essential for the progression of your course and enables supervisors to concentrate on supporting your studies. In addition, if you don't submit your report by the end of Week 7, you will be unable to do so for that term – so make a start as soon as you receive your email!

Of course, if you have pressing issues you would like to raise with your supervisor, you should do this immediately and not wait until the GSS reporting window.

You can find out more about GSS at http://www.admin.ox.ac.uk/gss/guidanceforstudents/

**Supervisor responsibilities**

Once you submit your self-assessment your comments are then released to your supervisor. They then complete the report based on feedback they have received from the convenors of the different modules you have taken that term, alongside any discussions they have had with you. The completed report goes to your College Tutor, the MPP Director, and the Director of Graduate Studies, and can be viewed by the Teaching Committee.
Developing your study skills

While some of you have come straight from other studies, we recognise that many of you have had time out of formal education and may feel anxious about studying again. Many of you have also had experience of a very diverse range of undergraduate, postgraduate and professional study environments. Here are a few pointers about some of the key study skills you will need during the MPP.

Time management

The MPP is an intense course with a full timetable, and you may find that you have a lot of competing demands on your time. Therefore, we strongly recommend that you develop effective time management skills. You might like to:

- Maintain a to-do list and/or diary, on paper or electronically. There are a range of apps available for recording tasks, deadlines, and schedules
- Allow a little more time than you think you will need for tasks, to avoid disruption if things overrun
- Learn to use short amounts of time available to you profitably
- Work out which places, people, times of day, and study approaches encourage your productivity, and which reduce it or lead to procrastination
- Avoid leaving important tasks to the last minute

If you are feeling overwhelmed, are falling behind with your studies, or are concerned about your ability to manage your workload, do reach out to one of the sources of support flagged up in this handbook.

Critical reading

You will be given key and supplementary readings and resources for all of the MPP modules. We have deliberately avoided long reading lists because we want you to focus on readings that take you straight to the most important and relevant issues. Always read what is marked as essential prior to the class to which they apply. These will be listed as key readings. Your seminar and class discussions will be based on these readings and you will need to come having read them in advance. Whenever possible, key readings will be made available to you via WebLearn.

There will also be opportunities for you to select from a range of other supplementary readings to enhance your understanding and awareness. Make your selections on the basis of the introductory and concluding comments, or, in the case of journal articles, the abstract, which offers the overall argument. If in doubt, ask the specific module convenor, who will be able to help and point to readings that match your particular interests and concerns.

When you read, make sure you read critically. This means making judgments about whether you agree with or are persuaded by the material, and why this is so. Do the arguments seem compelling? Is the evidence drawn upon solid and convincing? And how does this reading link with other things you have come across in this and other modules?

Note-taking

Note-taking is an important part of studying as it allows you to document your responses to things you have read or heard in lectures and seminar discussions. As well as the tried-and-tested pen and paper option, various note-taking apps for your tablet or laptop are available which allow you to take notes that can be expanded to include photo, video and audio recordings.

Note: please review the University policy on recording lectures, available on the MPP 2016 WebLearn site.

We encourage you to make notes on the key points being raised in readings, lectures and seminars, but also, and critically, your reactions. Do you agree or disagree? Are you excited or annoyed by the topics? And why? It is through recognising, discussing and working through these responses that you develop your own independent ideas and find your own distinctive voice. Notes that include your responses will be invaluable to you when it comes to writing presentations, policy memos, essays and reports.
Working in groups

The MPP cohort is selected each year to ensure a diversity of experiences and backgrounds in the classroom. This is one of the MPP’s greatest strengths, and many learning activities are designed to draw on this diversity. Whether it is looking at problems from different professional or cultural perspectives, these experiences will broaden your horizons and make you a better policymaker. You should look to engage with these activities, and each other, as fully as possible, and ensure that you are punctual and committed to group work, as well as supportive of each other.

In addition to designated group assignments, students find working together rewarding on numerous levels, for example:

- Small study groups allow students to discuss and deepen their learning on a regular basis
- Students leading seminars on topics they are expert in allow a diversification of the learning environment and topics

Seminar presentations

Seminars are an essential part of the learning experience. The seminar is an opportunity for debate and exchange. It is in the seminar that much of your critical thinking will happen. The seminars will also help you enhance your ability to speak and listen in group settings.

As well as being a regular contributor to seminar discussions, you will also be asked to give individual and group-based seminar presentations for the different MPP modules. These are a great opportunity for you to set out and explore your understanding and responses to the issues you are focusing on, and to gain practice in communicating this effectively. Speaking clearly, succinctly, and in a compelling way is a very important skill that you will need to perform effectively in public service.

Group presentations also offer further opportunities to develop skills in compromising where there are conflicting perspectives, and for presenting different viewpoints clearly and coherently. While the content of presentations will vary widely, they should be structured in ways that begin and end with summaries of the key points being made. Another useful approach is to include a list of questions or challenges about the topic that you feel would benefit from more focused debate amongst members of the group.

Policy memos

Some module assignments will take the form of a policy memo. Policy memos can serve a number of different purposes: to provide background information; to advise on handling a particular negotiation or meeting; or to recommend a course of action. On the MPP, you will usually be asked to provide a policy memo that evaluates policy options relating to a particular issue and offers specific policy recommendations. It should be written with ministers or senior policymakers in mind. This means it should be clear and concise. We usually advise about two or three pages and/or no more than 1500 words. The word limit will often be stipulated so please adhere to that. We also recommend the use of numbered paragraphs and bullet points.

Please ensure that the format you adopt is appropriate to the purpose. In general, your policy memo should include:

- A brief summary of the policy problem being explored and why it is salient
- A brief background to the issue, including discussion of any existing policies
- Possible policy options and an assessment of the merits and demerits of these
- Your recommendations based upon what you believe to be best and why

The memo should end with an annotated bibliography of the key sources drawn upon (the source and a short summary of it). Please see the earlier section of this handbook for advice on avoiding plagiarism. Any times when a different approach to referencing is required for a policy memo will be clearly outlined by the module convenor.
Essays and reports

You will also have to write essays and reports, again with stipulated word counts, to which you must adhere. The purpose of these is to enable you to develop your skills in communicating your arguments and position on issues, and your own individual voice and style of address.

An essay

An essay is written for an academic audience. It should address the particular question set, consider relevant theories and evidence, and put forward a conclusion based on your critical assessment and reflections. As well as paying attention to what you write, make sure you also think about how you do this. Be sure to:

- Have a clear introduction that sets out how you are responding to the question and summarises the main arguments you will be making
- You should also indicate how the main body of the document will be structured so as to develop these arguments, and then do so accordingly
- In the conclusion, make clear how you have addressed the question you were set and the particular arguments your essay has developed
- Always include a full list of references cited in the essay, including publications and websites you have referred to (see the section earlier in this handbook on avoiding plagiarism)

A report

A report is written more for policy makers or practitioners and so, like the policy memo, avoids academic jargon and should be more concise. A report is longer than a memo: it is the substance behind the latter. A report evaluates relevant research evidence, arguments for and against various stakeholder concerns and various policy options or developments and the implications of these, and puts forward recommendations, ideas and/or next steps. It should include:

- An executive summary.
- An introduction and conclusion and the body of the document should be clearly structured
- A full list of references detailing any publications, lectures and websites referred to (see the section earlier in this handbook on avoiding plagiarism)

A wide range of information and training materials is available to help you develop your academic skills – including time management, research and library skills, referencing, revision skills and academic writing – through the Oxford Students website at http://www2.open.ac.uk/students/skillsforstudy/

Other useful information is available at http://www2.open.ac.uk/students/skillsforstudy.

And, for non-native English speakers: https://www.futurelearn.com/courses/study-skills-for-international-students
What we expect from you

While we are here to guide and assist you in many aspects of your MPP training, we expect you to be fully committed to your studies and to take responsibility for actively participating in all aspects of the MPP.

We expect all students to behave in a professional manner. This includes turning up to all classes and events on time, and participating fully and respectfully with BSG faculty and staff, and visitors to the School.

We set out a Code of Conduct at the beginning of this document. Adherence to this is critical. Here we elaborate further on what we expect from you. If policies are amended or added to, we will upload the relevant information to the MPP 2016 WebLearn site and inform you of this.

Please note: The University has a wide range of policies and regulations that apply to students. These are easily accessible through the A-Z of University regulations, codes of conduct and policies available on the Oxford Students website at www.ox.ac.uk/students/academic/regulations/a-z.

Being active and fully engaged in all lectures, seminars and classes

You are responsible for ensuring you have done all the preparatory readings and activities for your lectures, seminars and masterclasses so that you can contribute fully to discussions. You are also expected to attend all sessions, to arrive at these on time and to be fully engaged.

Attendance

Faculty expect you to attend all classes in the core teaching timetable, and to be seated and ready for class by the start time so teaching can begin promptly.

If you know in advance that you will be absent from a class due to illness or compassionate leave, we request that you email mpp@bsg.ox.ac.uk outlining the class(es) you need to miss and how you intend to catch up. In the case of sickness or compassionate leave of three or more days, you must also email your supervisor and the MPP Course Director.

If you want to request absence for any other reason, you must email your supervisor and the MPP Course Director (copying mpp@bsg.ox.ac.uk), justifying the absence, listing the class(es) you would miss, and explaining how you intend to catch up. Permission to miss class for reasons other than illness or compassionate leave will only be given in exceptional circumstances, and you should not plan to be absent until you have written permission from the MPP Course Director.

If do have an unplanned absence from class, please email mpp@bsg.ox.ac.uk as soon as possible to explain why you were not present. The Programmes Team will let the relevant module convenor(s) know. Please note that if you are absent from class without prior notification, we may contact you to confirm why, as BSG takes the concerns and welfare of all its students and staff very seriously.

If your absence (planned or unplanned) will impact on the other people in the class (for instance, if you are involved in group work) please let those affected know about your absence. To comply with the rules and regulations of United Kingdom Visas and Immigration (UKVI) we are required to monitor student attendance at different times across the academic year.

In the event that you have specific needs such as a chronic illness or other circumstances that may impact on your ongoing engagement with the programme, please communicate with the MPP Course Director as soon as possible to ensure that we are able to provide appropriate support. It is very important to engage with the School at an early stage if you are encountering any difficulties. The earlier you talk to us, the more likely it is that we will be able to help you find a solution.

Please note that only enrolled students on the MPP programme can attend classes those listed in the core teaching timetable. Throughout the academic year BSG will host guest lectures and events that will be open to the Oxford community and, in some cases, the general public. If in doubt please consult the applicable module convenor(s) or the Programmes Team.
**Use of electronic devices**

All mobile phones should be turned off during all lectures, seminars and classes, and tablets and laptops may be used solely for learning purposes (for instance, note-taking, viewing lecture slides). Use of a tablet or laptop is at the discretion of the module convenor(s), and any request by a module convenor to prohibit use in a class must be complied with.

**Meeting all deadlines**

All assignments and formal examination schedules are outlined at the end of this handbook, in the MPP timetable and at the start of each module. You must ensure you meet all assignment deadlines and that the assignments you deliver are submitted to the highest possible standard. Formative assignments (which are assignments that do not count towards your final MPP marks) are to be submitted electronically via WebLearn. These will then be run through Turnitin (see page 54) before being accessed by the relevant module provider, who will take responsibility for assessment. Summative assignments (which are assignments that do count towards your final MPP marks) must be handed in directly to the Examination Schools. More information on this is provided in the section on course assessment. You must also submit an electronic copy of your summative assignment so that we can run it through Turnitin.

**What if I cannot meet a deadline?**

If you wish, on some reasonable grounds, to be permitted to present a piece of work later than the prescribed deadline you must apply in writing.

- If you are requesting an extension for a **formative assignment** you should write to the MPP Course Director and module convenor(s).
- If you are requesting an extension for a **summative assignment** you must liaise with the Senior Tutor at your college who will contact the Proctors on your behalf.

In either case, you should explain the grounds for your extension application and provide supporting evidence where available (e.g. a letter from your doctor in the case of illness). Permission will only be granted in exceptional circumstances. Please note: IT problems are **not accepted** as legitimate reasons for late submission, so remember to back up your work frequently.

If you fail to submit a formative assignment on time, and do not obtain prior or subsequent permission from the MPP Course Director to submit the work late, your work will not be assessed.

If you fail to submit a summative assignment on time, and do not have prior or subsequent permission from the Proctors to submit work late, you will be subject to the penalties for late submission outlined in the MPP Examining Conventions.

**Professional conduct**

**Being resident in Oxford**

Students of the University are required to be resident in Oxford during the University terms and for their induction activities. The MPP terms are slightly longer than University terms for undergraduates, and as a BSG student you are expected to be resident in Oxford during these longer terms so as to attend all modules and classes that are part of the MPP.

**Minimising involvement in paid employment**

The MPP is an intensive course of study that requires your full attention and we discourage involvement in paid employment whilst you are a registered student. We understand, however, that some of you have obligations to your current employer in which case we recommend that you limit this to six hours a week. For more information see [http://www.admin.ox.ac.uk/edc/policiesandguidance/policyonpaidwork/](http://www.admin.ox.ac.uk/edc/policiesandguidance/policyonpaidwork/)

Please also be aware of visa restrictions regarding involvement in paid employment whilst being registered for a full time programme of study in the UK. These can be found at [https://www.ox.ac.uk/students/visa/during/work](https://www.ox.ac.uk/students/visa/during/work)

**Adhering to IT regulations**

Use of any University IT is subject to the University’s Regulations relating to the use of Information Technology Facilities. These can be found at [http://www.admin.ox.ac.uk/statutes/regulations/196-052.shtml](http://www.admin.ox.ac.uk/statutes/regulations/196-052.shtml)

It is your responsibility to read, understand and adhere to these regulations. Failure to comply with them may result in disciplinary proceedings being taken against you.
Working together

The Teaching Committee

The teaching and learning associated with the MPP is governed by the Teaching Committee. This Committee is chaired by the Director of Graduate Studies and includes faculty who are employed or seconded to BSG and who contribute significantly to the teaching. The committee takes responsibility for developing, monitoring and reviewing the course content and structure. This includes reviewing student feedback, as well as examiners’ reports and recommendations. The committee also takes responsibility for monitoring individual student progress. The committee appoints each student with a supervisor, then monitors and reviews student progress and supervisor reports. The committee meets twice each term.

Giving feedback

We are interested in your constructive feedback which we take into account when reviewing and developing the course. There are a number of opportunities to give your feedback, some of which have been detailed elsewhere:

- Reflecting on your learning experience with your supervisors and via your GSS reports (page 41)
- Evaluating each module you take via an anonymous survey at the end of the module (see below)
- Completing the University-wide feedback survey via the Student Barometer
- Chatting informally with faculty and staff at the fortnightly coffee sessions
- Attending the formal feedback sessions held at the end of each term
- Using the student representative system at the termly Staff-Student Committee meeting and at the twice-termly MPP rep meetings

End-of-module surveys

At the end of each module, we request that you complete an online survey. More information on accessing the surveys will be distributed via the weekly student newsletter.

University-wide feedback mechanism

Students on full-time and part-time matriculated courses are surveyed once per year on all aspects of their course (learning, living, pastoral support, college) through the Student Barometer. Previous results can be viewed by students, staff and the general public at https://www.ox.ac.uk/students/life/student-engagement?wssl=1

Student representative system

Staff-Student Committee

We offer you the opportunity to give feedback and raise any concerns about the course via the student representative system at the termly Staff-Student Committee. This meeting, chaired by the Director of Graduate Studies, is also attended by the MPP Course Director, the convenors of the core academic modules being taught that term, the Degree Programmes Manager and the student representatives who have been elected by the rest of the class (see below). The student representatives should ensure they elicit the opinions and concerns of the whole student cohort and communicate these constructively at committee.

MPP rep meetings

These more informal meetings are held twice a term and are chaired by the MPP Course Director. They provide an opportunity for the reps to give feedback and make enquiries on behalf of the cohort.

Student representatives (reps)

BSG will ask you to elect, democratically, seven student reps. The frequency of elections, whether termly or annually, is up to your cohort to decide although, with the exception of the rep responsible for organising student-led events, student reps usually sit on the committee for one academic term, although they can seek re-election.
ELECTING REPS

BSG does not prescribe the method by which candidates are nominated and in the past students have used a variety of methods including hustings and drawing names from a hat. Nor does it prescribe the exact method of election, although it should be democratic. If you opt for termly elections, the reps should organise the election of reps for the subsequent term. The Programmes Team will assist with the publicity and administration of the elections.

DUTIES OF STUDENT REPS

- Regularly seek out the views and opinions of the students they represent on all matters concerning their student experience at BSG.
- Bring course-level issues and concerns raised by the students they represent to Staff-Student Committee meetings, and if more appropriate to the informal Student Rep meetings.
- Attend and contribute to any other meetings with staff to which they are invited, as far as possible.
- Ensure that they are prepared for meetings by reading papers and consulting with the students they represent on the issues to be discussed at the meetings.
- Provide feedback to the students they represent about the outcomes of Staff-Student Committee, Divisional Student Forum meetings and Oxford University Student Union (OUSU) meetings.
- Provide a link to the Social Sciences Divisional Student Forum and OUSU.
- Attend training for course representatives provided by OUSU.
- Contribute to the agenda setting process ahead of Staff-Student Committee and Student rep meetings.

STUDENT-LED EVENTS REP

We request that one student is elected to manage student-led events, with an educational focus, for the duration of the academic year. BSG provides some funding to allow students to organise student-led events and this rep is responsible for managing the budget, coordinating arrangements with various administrative teams in the School, and for ensuring that events comply with BSG policies. In previous years, student-led events have included seminars on particular topics which utilise the experience of individual members of the cohort and talks by visiting guest speakers.

HOSTING A STUDENT-LED EVENT

The School encourages and supports you in hosting your own student-led events. If you would like to host an event you should complete a student-led events form and submit it to the student-led events rep who will then forward it on the School’s Events Team for consideration and approval. The team can also provide you with guidance on the School’s policies, processes and managing an event, if required. To avoid possible scheduling clashes or conflicts of interest please do not issue invitations or make promises to host guest speakers without first talking to the student-led events rep and the Events Team about your proposal.

OTHER REPS

Most teams of reps agree to split duties between them. There is also some funding available for social events and so there is usually a rep designated to be responsible for managing this budget and ensuring that social activities comply with BSG policies, if held at the School. In addition to electing a student-led events rep and a social rep, previous cohorts have had designated reps for Facilities, Alumni, Professional Skills, and also Divisional and Oxford University Student Union (OUSU) reps.

It should be noted that previous reps have found that organising events and social activities takes up more time than providing liaison on facilities etc.

CONSULTING

CONSULTING MODULE CONVENORS

Due to the interdisciplinary nature of the MPP, it may not always be helpful to seek advice from your supervisor if you are having problems with aspects of a particular discipline-based course. It may, instead, be more helpful to contact the relevant core convenor. You can email to arrange an appropriate meeting time using the email addresses provided in the http://www.bsg.ox.ac.uk/people section of our website.

Please note that convenors are at liberty to discuss any queries and problems you raise with them with your supervisor and the MPP Course Director. This is to ensure
that course-related advice given to students is consistent and does not vary between different faculty members.

Please also note that convenors are not able to discuss aspects of the summative assessments with individual students.

Consulting the MPP Course Director

If there are issues relating to the MPP that have not been adequately addressed by your supervisor or through discussions with a specific module provider, or if you are having problems with your supervisor, you may contact Professor Karthik Ramanna in his role as MPP Course Director.

Email: karthik.ramanna@bsg.ox.ac.uk

If you have any issues with teaching or supervision please raise these as soon as possible so that they can be addressed promptly. Details of who to contact are provided in page 63, complaints and appeals.

Participating fully in the life of the School

BSG Events

BSG hosts a wide range of events throughout the year and welcomes both internal and external, including high-profile, speakers to the School. At certain times the School’s Events Team is likely to request student volunteers to assist at some of the larger events and to be BSG ambassadors.

Assistance may include, but is not limited to:

- Thanking external speakers: the Events Team may request volunteers to thank speakers at the end of an event and present them with a gift on behalf of the School. This particularly applies to Dean’s Forums, highly interactive events with leading practitioners, which are predominantly held for students.
- Stewarding at events: there are occasions when the Events Team approaches students to assist at large/complex events. Some examples of tasks involved include meeting and greeting guests and VIPs, conducting tours of the building, assisting with seating guests and VIPs, working at the event registration desk and helping with cloakroom duties.

Attendance at BSG events

At times an event may include a reception and/or dinner where it is not possible to invite the whole cohort and we would like a specific number of students to attend to represent the School. If this is the case, we request that you register your interest in advance and we will inform you how a selection will be made. In instances where the external guest has expressed an interest in meeting students from a particular field or a certain nationality, you will be advised accordingly. Please note that if we receive a high level of interest, students will be selected randomly from those who have put their names forward.

Making the most of BSG’s public profile opportunities

Please be aware that now you are a BSG student, you represent BSG at all times and your conduct reflects upon the entire BSG community. This applies to any communications or initiatives you might develop with both internal and external contacts. BSG is pleased to encourage and support your engagement with the wider world.

Over the course of the year, there will be many different kinds of opportunities for you to get involved in BSG life, beyond attending MPP course lectures. For example, we will be pleased to welcome your contributions to the BSG Blog, your Tweets about BSG activities, or your participation in short video clips about life at BSG. On occasion, especially following public lectures and special events, we will make specific requests for students to write stories for our blog, or contribute to website. These opportunities can provide a great boost to your own public profile, as well as BSG’s, so we encourage you to take advantage of them while you are here.

There may also be opportunities to be interviewed by the press or write articles for specialist publications about BSG, or areas of your professional expertise. We ask, for the sake of communication clarity and to avoid potential serious conflicts of interest, that you please liaise with the Communications Team (comms@bsg.ox.ac.uk) on any initiatives that intend to use the BSG name or logo. The Communications Team will also be happy to provide any guidance or direction so that you can contribute to such initiatives with confidence.

If you have any ideas for developing new initiatives, connecting with other organisations, or using the BSG name or logo in a promotional way, we ask that you please liaise with the Communications Team similarly in the first instance. This is for the sake of communication clarity and to avoid potential serious conflicts of interest with BSG’s wider external relations activities.
BSG facilities and support

BSG building facilities

Opening hours

You can use the BSG building from 6:00am to midnight, Monday to Friday. Please note that last entry into the building is 10:00pm.

The reception desk is staffed from 8.00am to 6.30pm and the doors into the building will be open during this period. You will need your University Card with you at all times to enable access within the building, including access to use the lifts.

At weekends you can access the building from 8.00am to 10.00pm, but the reception desk is not staffed.

If you use the building outside of normal opening hours please make sure you familiarise yourself with our lone working policy. This can be accessed via the MPP 2016 WebLearn site. If you are leaving late at night and feel anxious about making your way home, you can contact the University’s Security Services on 01865 272944 who will arrange for someone to come and safely escort you from the building. They will need at least 30 minutes notice so please call well in advance.

Display Screens

There are display screens on every floor of the building. They display the day’s timetable and may also be used to display reminders, notices of room changes throughout each day, or if a room is being used for an event. Please pay close attention to the messages displayed.

Food and Drink

The café, located on the ground floor, is open from 8.00am to 4.00pm, serving breakfast, lunch and snacks. Cash and yoyo wallet (which can be downloaded to your phone) are accepted.

There is a kitchenette for student use on the fourth floor of the building (which includes a fridge where you may store perishable items).

You can consume refreshments not purchased on BSG premises in the café. You may also eat in the forum, the student area on the fourth floor, and on the roof terrace. You may take drinks (but not food) into seminar rooms and offices. You may only take water in a secure valve-top bottle into the lecture theatres: no food or hot drinks are allowed. We request that you do not eat or drink in other spaces in the building.

While the building has cleaning staff, you are also responsible for keeping your environment tidy, including putting rubbish in bins and throwing away out-of-date items from the fridge.

Room use

The common room, Learning Hub and terrace on the fourth floor are all available for student use, as are the informal breakout spaces on the stairs and in the Forum. The first-floor breakout rooms are available for small group work and can be booked. If you are using a room that you have not pre-booked, you may be asked to leave it if someone else has made a booking. We will let you know how to book rooms. Access to Levels 2 and 3 are restricted, and the fifth floor of the building is staff-only.

Other facilities

There is a locker room available for your use in the basement and you may request a locker to be allocated to you through reception.

Smoking is not permitted inside the building. There is a designated smoking area outside.

Bicycles can be parked outside the building.
ICT facilities and support

The ICT team

BSG’s ICT team support and maintain IT and AV equipment and services for the School. We are here to help and advise on IT problems and offer advice if you have any IT questions.

The team is located on Level 2, and can be contacted in the following ways:

- Web: http://it.bsg.ox.ac.uk – contains training material, help articles and other advice.
- Internal Phone: 14364
- Email: ICTService@bsg.ox.ac.uk

Dealing with ICT problems

If you should encounter problems with your personal computer, such as your laptop, you should contact your college’s IT team in the first instance. BSG’s ICT team will endeavour to help with small IT issues, but as their primary focus is supporting BSG equipment and staff they reserve the right to refer you to your college IT officer, or to the central IT Services help desk. In case of any technical difficulties with the core functionality of any BSG computing equipment or services, please contact BSG’s ICT team at ICTService@bsg.ox.ac.uk.

Using appropriate user accounts and passwords

At BSG, and more widely at the University, you will have access to a range of IT services. Many of these require user accounts and passwords to gain access. Below we detail which are necessary for each service.

Your college is also likely to have IT facilities you can make use of in your studies.

The University’s central IT Services offer a range of courses if you are looking to improve any of your IT skills to benefit your studying. More information is available at http://www.it.ox.ac.uk/do/training-and-facilities

BSG Computing services

Wireless Networks

There is excellent wireless connection throughout the BSG building, and the school offers two main wireless networks:

- **BSG** – the School’s dedicated network which can be used to access wireless presentation screens and printers as well as email, web and other services.
- **Eduroam** – University wide academic network which can be used to access email, web and other internet service, but does not offer access to school hosted services such as printing.

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<tr>
<th>User account</th>
<th>Services</th>
<th>Password</th>
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</thead>
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<tr>
<td>Single Sign-On (SSO)</td>
<td>Nexus email WebLearn</td>
<td>The password must be at least 6 characters and use a mix of letters, numbers and symbols. You can set it at <a href="https://webauth.ox.ac.uk">https://webauth.ox.ac.uk</a></td>
</tr>
<tr>
<td></td>
<td>Your personal workspace</td>
<td></td>
</tr>
<tr>
<td></td>
<td>SOLO Library</td>
<td></td>
</tr>
<tr>
<td></td>
<td>personal preferences</td>
<td></td>
</tr>
<tr>
<td>Remote Access</td>
<td>Eduroam WiFi Oxford VPN</td>
<td>The password for Remote Access must be different from your SSO password. You can set it at <a href="https://register.it.ox.ac.uk/self/index">https://register.it.ox.ac.uk/self/index</a></td>
</tr>
<tr>
<td>BSG Account (Active Directory)</td>
<td>Logging in to BSG iMac</td>
<td>You can set it at <a href="http://portal.bsg.ox.ac.uk">http://portal.bsg.ox.ac.uk</a></td>
</tr>
<tr>
<td></td>
<td>computers</td>
<td></td>
</tr>
</tbody>
</table>
Presentation equipment

The Lecture Theatres, Seminar Rooms and Group Working Rooms have a range of display screens and presentation equipment offering the following presentation options:

- **In room computer** – Each presentation space has a dedicated mac Mini with a range of standard software pre-installed.
- **Wirelessly** – Airplay from an iPad, iPhone or MacBook. Windows laptop users can wirelessly connect using the low cost AirParrot software.
- **Wired** – Each room has at least one pair of HDMI and VGA connections, usually presented on the AV cabinets.

You are able to use these for MPP-related activities by request.

Laptop charging

There are a number of workspaces where you can recharge your laptop, including in the Learning Hub, the breakout rooms, and the seminar rooms.

Computers

There are also a number of Apple Mac computers in the Learning Hub on Level 4 that you may use. These Macs are fully equipped with a wide range of software and other apps.

Scanning and printing

There are multi-function printers throughout the building that can be used to scan and print for study and other learning related purposes. Printer usage is monitored, and we may talk with you if we see a trend of high volume printing. There is a nominal printing cost shown at each printer as print jobs are released, though it should be noted that students are not usually charged for print jobs and the School does not use printing quotas.
Avoiding plagiarism

All presentations and written assignments you do for the MPP must be your own work. This is because you are here to develop your own skills as an innovative, independent policy thinker and analyst. It is also because the unattributed use of other people’s words and ideas is dishonest and a serious breach of academic integrity. Any direct quotations, paraphrasing and use of other people’s ideas in your work must be fully acknowledged. Failure to do this constitutes plagiarism.

Plagiarism is presenting someone else’s work or ideas as your own, with or without their consent, by incorporating it into your work without full acknowledgement. All published and unpublished material, whether in manuscript, printed or electronic form, is covered under this definition. Plagiarism may be intentional or reckless, or unintentional. Under the regulations for examinations, intentional or reckless plagiarism is a disciplinary offence.

The University and BSG take charges of plagiarism extremely seriously. Proven incidents of plagiarism can lead to dismissal from the MPP and expulsion from the University.

The test for determining if plagiarism has taken place is quite simple: has material been included in this piece of work without adequate referencing? If the answer to this is ‘yes’, then plagiarism has occurred. Therefore, when taking information from a source it is important that the source is fully acknowledged.

In the following example, it has been noted that an argument has been taken from another source, but the source has not been referenced properly:

Jonathan Haidt has argued that we have evolved to rely on our intuition over reason and rational judgement.

While it has been noted that this has been Haidt’s argument, there is no indication of where it has come from. The sentence should instead read:

Jonathan Haidt has argued that we have evolved to rely on our intuition over reason and rational judgement.

With the following reference:


In the following example, the writer quotes from a source without making the quote obvious or stating clearly where the quote was taken from:

The Equality and Human Rights Commission defines a protected characteristic as the grounds upon which discrimination is unlawful.

The source of the quote (the Equality and Human Rights Commission) is included, but no further information is given. In this case, the website of the organisation was used but the specific page address was not provided. In addition, the definition of a protected characteristic should be in quotation marks to make it clear that this is taken directly from the source.

The sentence above should therefore read:

The Equality and Human Rights Commission defines a protected characteristic as “the grounds upon which discrimination is unlawful”.


For more information on plagiarism and how to ensure you avoid it, see the dedicated section of the main University’s website: http://www.ox.ac.uk/students/academic/guidance/skills/plagiarism. If you are in any doubt about what constitutes plagiarism, or feel you need more information on it, speak to your supervisor.

BSG does not request that you use a specific style of referencing, but we ask that you keep the style consistent throughout a piece of work. You can view the University’s general guidance on referencing here: https://www.ox.ac.uk/students/academic/guidance/skills/referencing?wssl=1

Auto-plagiarism

You must not submit any work for assessment that is the same, or substantially similar to work you have submitted (partially or in full) to fulfill the requirements of any degree course or examination (including your current degree course), unless this is specifically provided for in the special regulations for your course.
Turnitin

Before being assessed, all the work you submit will be run through Turnitin, a software system that searches for matches with existing electronic texts on the internet, in electronic journals and databases, and other student papers.

Work submitted for screening by Turnitin is submitted to the databases of an American company iParadigms. Copyright remains wholly with the original owner.

Submitted material is retained in confidence on iParadigm’s servers and will be used as part of the set against which other submissions are screened. The file on iParadigm’s server is encrypted and cannot itself be used as a source for copying material. Anyone outside Oxford University submitting material that matches your submission will be told only the extent of the match and Oxford’s contact details.

At any time after completion of the examination, if you wish to have your material removed from the system you should contact the Degree Programmes Manager. iParadigms levies a charge to comply with such a request. Note that it is in your interest for your material to be recorded in the international database, so that any future matches to your text will be identified.

If commercial sensitivity (or other such reason) means that your work cannot, or should not, be transmitted over the internet for screening by Turnitin you should apply in writing to the Proctors with the support of your College for dispensation from electronic screening. The Examiners will be notified of any such cases so that they can use other tests for plagiarism at their discretion.

Formative assessment

If an assignment is formative, it is intended to aid with the learning process. Formative assignments are usually marked by your seminar leader, and may include a grade. This will be complemented with written feedback outlining the strengths and weaknesses of the piece. Formative assignment feedback is central to your learning. Formative assignments may take the form of written pieces, tests or quizzes, group work or other tasks deemed appropriate by the module convenor.

Performance in a formative assignment should not be seen as indicative of your future performance in a summative assignment. The purpose of the assignments is to ensure that you can review your performance in a module and identify ways in which you could develop and enhance this in subsequent pieces of work. Feedback will also indicate the expectations and standards towards which you should be working. Though grades and feedback for formative assignments do not count towards your final MPP mark, they give you, the module convenor and your supervisor an opportunity to monitor your progress and to identify ways of enhancing your understanding and performance.

It is a University requirement that students receive written feedback on at least one piece of formative assessment during the first term. You will receive this for your first Foundations Essay during Michaelmas Term.

You will also receive informal feedback on your general progress in each module from your supervisor and in discussion with seminar leaders, and you will be asked to reflect on your progress. You may also be required to consider your approach to a particular topic or piece of work. In addition, peer assessment may be used in some parts of the course: you will provide feedback on your classmates’ work and they will comment on yours.

Submission of formative assignments

Formative assignments should be submitted by uploading them onto the Assignments Tool of the MPP WebLearn facility.

You are responsible for ensuring you submit all your formative assignments on time. If a formative assignment is late, and a late submission has not been approved by the module convenor or Course Director, it will not be marked.

You are responsible for ensuring that the work you submit is to the highest possible standard, and that it is your own. Please read the section on avoiding plagiarism including the suggested links on this topic. All submitted formative assignments will be run through Turnitin which is the University’s anti-plagiarism software.

Summative assessment

If an assignment is summative, it is an official piece of work which counts towards the final marks and/or award of the MPP. Summative assessments are an opportunity for you to showcase the knowledge and understanding you have developed through the specific modules. You do not receive feedback on your summative assessments.

Release of marks and progress

Marks for summative assessment are released at two points during the year, providing you with feedback on your progress on the MPP. Examiners’ Reports for previous years are available on WebLearn and these provide general feedback on specific module assessment.
Summative assessment grading and guidelines

A copy of the Examining Conventions can be found on the MPP 2016 WebLearn site.

Examining Conventions are the formal record of the specific assessment standards for the course to which they apply. They set out how your examined work will be marked and how the resulting marks will be used to arrive at a final result and classification of your award. They include information on marking scales, marking and classification criteria, scaling of marks, progression, re-sits, use of viva voce examinations, penalties for late submission, and penalties for exceeding word counts.

1. The MPP summative marking scale and guidelines for all graded components are:

<table>
<thead>
<tr>
<th>Distinction Level</th>
<th>Score</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Superb work</strong></td>
<td>80–100</td>
<td>showing superb command of intellectual, practical and/or policy debates, and making a distinctive contribution to them. Demonstrates an outstanding level of independent thought, critical analysis and integration of concepts. Concise, clear and entirely relevant to the question.</td>
</tr>
<tr>
<td><strong>Excellent work</strong></td>
<td>75–79</td>
<td>showing excellent command of intellectual, practical and/or policy debates, and making a contribution to them. Demonstrates a very high-level of independent thought, critical analysis and integration of concepts. Concise, clear and entirely relevant to the question.</td>
</tr>
<tr>
<td><strong>Fine work</strong></td>
<td>70–74</td>
<td>showing good command of intellectual, practical and/or policy debates. Demonstrates a high-level of independent thought, critical analysis and integration of concepts. Concise, clear and entirely relevant to the question.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Pass Level</th>
<th>Score</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strong pass</strong></td>
<td>65–69</td>
<td>intellectually sound and well-developed with an appropriate practical and/or policy focus and some indication of distinction potential. Demonstrates above-average independent thought, critical analysis and integration of concepts. Usually concise and clear, and almost entirely relevant to the question.</td>
</tr>
<tr>
<td><strong>Good pass</strong></td>
<td>60–64</td>
<td>intellectually sound with most points developed rather than stated and an appropriate practical/policy focus. Demonstrates a good level of independent thought, critical analysis and integration of concepts. Generally concise and clear, and almost entirely relevant to the question.</td>
</tr>
<tr>
<td><strong>Pass</strong></td>
<td>55–59</td>
<td>reasonable analytical standard with some points developed rather than stated and some practical/policy focus. Some independent thought, critical analysis and integration of concepts. May not be concise, clear or entirely relevant to the question in all places.</td>
</tr>
<tr>
<td><strong>Marginal Pass</strong></td>
<td>50–54</td>
<td>basic analytical skills apparent from identification of intellectual, practical and/or policy problems and some structured discussion of them. Little evidence of independent thought, critical analysis and integration of concepts. Often not concise, clear or entirely relevant to the question.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fail</th>
<th>Score</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Marginal fail</strong></td>
<td>45–49</td>
<td>generally weak with confused arguments. Showing some basic knowledge of facts and awareness of key concepts, but unable to apply them appropriately to the question, or providing only a partial account.</td>
</tr>
<tr>
<td><strong>Fail</strong></td>
<td>0–44</td>
<td>brief, irrelevant, and/or seriously confused account. Contains no relevant information that goes beyond non-specialist knowledge. Suffers from serious factual or conceptual errors.</td>
</tr>
</tbody>
</table>
2. The Summer Project will be graded according to the four distinct bands:

- Distinction (equivalent to a mark of 70 or above)
- Merit (equivalent to a mark between 65 and 69)
- Pass (equivalent to a mark between 50 and 64)
- Fail (equivalent to a mark of 49 or below)

**Summer Project marking criteria**

The marking criteria for the Summer Project are as follows:

<table>
<thead>
<tr>
<th>Distinction (70+)</th>
<th>Merit (65-69)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Problem identified</strong></td>
<td>Report clearly outlines what problem it is addressing and its target audience from the start; essay provides insight on how author arrived at this.</td>
</tr>
<tr>
<td><strong>Critically engaged</strong></td>
<td>Clearly engaged with topic and policy issue; well-pitched for target audience; shows strong critical analysis comparable to a practitioner; insightful awareness of what SP taught student about policy process in essay.</td>
</tr>
<tr>
<td><strong>Sources of evidence</strong></td>
<td>Sources clear and well referenced; appropriate range of sources; critically evaluates sources and evidence; brings different sources together to form new arguments.</td>
</tr>
<tr>
<td><strong>Cross-discipline</strong></td>
<td>Draws on multiple disciplines and skills; is able to fuse the perspectives of different disciplines into new analyses.</td>
</tr>
<tr>
<td><strong>Original insight and analysis</strong></td>
<td>Clear evidence of strong original analysis leading to novel insights.</td>
</tr>
<tr>
<td><strong>Impact analysis, options and recs</strong></td>
<td>Good options and recommendations and/or analysis of impact; clear and accessible; insightful and appropriate for the policy issue and context.</td>
</tr>
<tr>
<td><strong>Structure</strong></td>
<td>Report includes an abstract or executive summary; easy to extract main points; graphic elements used when appropriate and used effectively.</td>
</tr>
<tr>
<td><strong>Writing clarity</strong></td>
<td>Report and essay both easy to read and engaging; good level for an intelligent, non-expert audience; arguments well-constructed.</td>
</tr>
<tr>
<td><strong>Link to MPP (focus on essay)</strong></td>
<td>Significant reflection on MPP experience and influence on project; evidence in report.</td>
</tr>
</tbody>
</table>

Overall – 75% report, 25% reflective essay

| **Overall** | Comparable to a good professional piece; value-add of MPP clear. | Comparable to an average professional piece; value-add of MPP clear. |
| **Project difficulty** | In the case of a submission that is borderline between 2 grade categories overall, consideration of project difficulty, proactiveness, perseverance, and how well the project was managed may be used to decide on which grade category is awarded. If the student took on a difficult, highly independent, or problem-riddled project, the higher grade may be awarded. |

3. The in-class assessments will be marked pass/fail
<table>
<thead>
<tr>
<th>Pass (50-64)</th>
<th>Fail (&lt;50)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Exact policy problem may not be clear from the start of report; target audience unclear or inappropriate; minimal insight in essay.</strong></td>
<td>Policy problem addressed unclear; target audience unclear or inappropriate; essay shows no engagement with problem identification.</td>
</tr>
<tr>
<td>Engaged with topic but at times superficially; may not target the intended audience well; some critical analysis and evaluation evident; some reflection on what SP taught student about policy process in essay.</td>
<td>Engagement with topic superficial; target audience unclear; reports findings from others and makes generic comments without insight; weak or no reflection on what SP taught student about policy process in essay.</td>
</tr>
<tr>
<td>Sources usually clear and well referenced; limited number or type of sources; critical analysis and engagement with sources average or weak; little fusion of sources.</td>
<td>Sources of evidence may be unclear; may rely heavily on 1 or 2 sources; may use weak sources; may use sources inappropriately.</td>
</tr>
<tr>
<td>Some attempts made to address policy issue through more than one discipline.</td>
<td>Generally focused on one discipline for no clear reason.</td>
</tr>
<tr>
<td>Little original analysis or insight.</td>
<td>No original analysis or insight; uses many quotes rather than own analysis.</td>
</tr>
<tr>
<td>May be more limited than expected and lack elements that would have been appropriate; may be unclear or not directly addressed; simple or generic.</td>
<td>Absent or very weak/unclear.</td>
</tr>
<tr>
<td>Report includes an abstract or executive summary; difficult to extract main points; graphic elements sometimes not used when needed or used without a clear purpose.</td>
<td>No abstract or executive summary of report; main points unclear; graphic elements not used when needed or used inappropriately.</td>
</tr>
<tr>
<td>Reader sometimes has to pause or re-read to clarify; sometimes too technical or basic for an intelligent, non-expert audience; some arguments weak.</td>
<td>Reader often has to pause to clarify; too technical or basic for an intelligent, non-expert audience; any arguments poorly constructed.</td>
</tr>
<tr>
<td>Makes simple connections between MPP and project; often list like; deals with MPP content over skills.</td>
<td>Fails to make clear connections in essay or report.</td>
</tr>
<tr>
<td>Weaker than a professional piece; MPP seems to have added value, but analysis remains at the student level.</td>
<td>Much weaker than expected of a student piece; no or few signs that the MPP has been completed by the author.</td>
</tr>
</tbody>
</table>
Summative assessment components

The final mark for the MPP is made up as follows:

<table>
<thead>
<tr>
<th>Module</th>
<th>Assessment Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core I: Foundations</td>
<td>2,000-word written submission and unseen examination</td>
</tr>
<tr>
<td>Core II: Economics for Public Policy</td>
<td>Unseen examination</td>
</tr>
<tr>
<td>Core III: The Politics of Policymaking</td>
<td>2,000-word written submission</td>
</tr>
<tr>
<td>Core IV: Science and Public Policy</td>
<td>1,500-word written submission</td>
</tr>
<tr>
<td>Core V: Law and Public Policy</td>
<td>Unseen examination</td>
</tr>
<tr>
<td>Core VI: Policy Evaluation</td>
<td>2,000-word written submission</td>
</tr>
<tr>
<td>Applied Policy: Strategy</td>
<td>In-class assessment</td>
</tr>
<tr>
<td>Applied Policy: Communications</td>
<td>In-class assessment</td>
</tr>
<tr>
<td>Applied Policy: Public Budgeting</td>
<td>In-class assessment</td>
</tr>
<tr>
<td>Applied Policy: Private Finance</td>
<td>In-class assessment</td>
</tr>
<tr>
<td>Applied Policy: Major Programme Management</td>
<td>In-class assessment</td>
</tr>
<tr>
<td>Applied Policy: Negotiation</td>
<td>In-class assessment</td>
</tr>
<tr>
<td>Applied Policy: Decision Analysis</td>
<td>In-class assessment</td>
</tr>
<tr>
<td>Option I</td>
<td>1,500-word written submission</td>
</tr>
<tr>
<td>Option II</td>
<td>1,500-word written submission</td>
</tr>
<tr>
<td>Summer Project</td>
<td>6,000-word written submission</td>
</tr>
</tbody>
</table>

The modules are assessed through a variety of methods in order to reflect the different tasks you will face in your life as a policymaker, and to support the different nature of each of the modules.

Submission of summative assignments

All summative assignments count towards your final MPP mark. The assignments may take the form of an unseen exam, an in-class assessment, or a submission. Submissions will be made either in paper copy accompanied by an electronic submission, or as an electronic submission only. Guidance will be provided on what is expected for each submission.

Written submissions that are requested in hard copy should be made directly to the Clerk of Schools at the Examination Schools. The Examination Schools are located at 75 – 81 High Street, Oxford, OX1 4BG and are open from Monday to Friday, 8.30am – 5.00pm. Where electronic submission only is required, this must be made via WebLearn using the secure summative assessment sub-site.

Submission deadlines are always set during working hours. All coursework submitted to the Examination Schools has to be a hard copy, and a receipt will be issued to demonstrate a deadline has been met. Submissions cannot be made via email. If possible, we recommend you submit your coursework in person. It is your responsibility to ensure your coursework is submitted before the deadline. If you are not in Oxford on the date of submission, you must ensure appropriate arrangements are made, for example a hard copy is posted in sufficient time to reach the Examination Schools by the deadline.

As with your formative assignments, you are responsible for ensuring that the work you submit is to the highest possible standard, and that it is your own. So please make sure you are familiar with the information on plagiarism. You are also required to submit an electronic copy of your summative assignment, via WebLearn, so that it can be run through Turnitin. Failure to submit an electronic copy may count as failure to submit the whole assignment.

You should put your candidate number on all summative assignments, but do not put this on any formative assignments or other pieces of work. If you do put your candidate number on formative assignments, please let the Programmes Team know so that a new number can be requested for you. Please do not write your name on your summative assignment.
For each separate submission to the Examination Schools, please make sure you:

- Write your candidate number clearly on your work, we suggest on the front page, and as a header/footer on each page. (Do not put your name on your submissions as summative assignments are marked anonymously).
- Submit two hard copies of your work. (All summative assessment is double marked).
- Accompany your two pieces of work with a signed Declaration of Authorship. This can be accessed from the MPP 2016 WebLearn site.
- Submit the two copies of your work plus one copy of your Declaration of Authorship in a sealed envelope. Envelopes are available from the Programmes Office, or you can provide your own. These are not available from the Examination Schools.
- Write your candidate number clearly in the top right hand corner of the envelope. The envelope should be addressed to the ‘Chair of Examiners, Master of Public Policy Examination’.
- Use a separate envelope for each assignment if you hand in different assignments on the same day.
- Submit an electronic copy via WebLearn at the same time for checking via Turnitin. Please note that WebLearn submission does not alter the need to submit hard copies as above.
- Title your electronic copy with your candidate number and module title only e.g. 123456 – Policy Evaluation.
- Ensure that the electronic copy is exactly the same as the file that is submitted to Examination Schools.

If you need any further information or advice about submitting your coursework, we recommend that you look at the information available online at: https://www.ox.ac.uk/students/academic/exams/submission?wssl=1

For WebLearn only submissions, please ensure that you do the following:

- Title the file with your candidate number and module title only e.g. 123456 – Policy Evaluation
- Write your candidate number clearly on your work
- Upload the file to the Summative Assignments page on WebLearn. The link will be provided.

### Common questions

**How important is the word limit?**

Word limits are an important way of ensuring you address a question or challenge in a concise way. For this reason you must keep within the word count. Guidance will be provided on what is, and is not, included in the word count for summative assignments. Word counts for all summative assignments will be checked by BSG, and the word counts reported to the Examiners.

Please note that the Examiners reserve the right to impose a penalty of between 2 and 20 marks where a stated word limit is exceeded, in line with BSG’s Examining Conventions.

**How do I get my candidate number?**

Your candidate number can be accessed through Student Self Service at www.ox.ac.uk/students/studentselfservice/.

**Who do I speak to if I have a question about the assignment?**

Any questions about summative assignments should be sent to mpp@bsg.ox.ac.uk in the first instance, or you can speak to the Programmes Officer with responsibility for assessment. It is not appropriate to contact the module convenor about a summative assignment under any circumstances.

**When will I receive my assignment feedback?**

You will not receive written feedback for summative assignments. Marks will be released throughout the year; usually in June and October.

### Formal examinations

You will be automatically entered for your Core examinations by your college. If you want to check your entry, you can look at the relevant section of Student Self Service: http://www.ox.ac.uk/students/exams/entry/.

In the event that you require alternative arrangements (use of a word processor, extra time, etc), you should contact your college to request these on your behalf. Your application should be submitted by 4th week of the term before your examinations begin. For the MPP, this is by 4th week, Hilary
Term. More information on alternative arrangements can be found on the University website at https://www.ox.ac.uk/students/academic/exams/arrangements?wssl=1

You will need to complete an exam entry following selection of your Applied Policy and Options modules. The deadline for submission of Applied Policy choices is Friday of Week 4, Michaelmas Term, and for Options choices is Friday of week 7, Hilary Term.

Notification of examination dates, times and locations

You will take formal examinations in Trinity Term. The specific examination dates will be published no later than five weeks before they take place. Your own personal examination timetable, which gives you the dates, times and locations, will also be sent to you via your college approximately five weeks before your examinations start.

More information about this can be found on the main University website at http://www.ox.ac.uk/students/exams/timetables/. If you have not received your timetable, or you discover any problems such as a clash of papers, contact your college as soon as possible.

Preparing for your examinations

It is normal to feel quite anxious about formal examinations, but try to remember that the exam papers have been written to try to get the best out of you, not to trap you or trip you up. As well as your own individual revision, you will have the opportunity to attend an examination question and answer session or a mock examination at the Examination Schools in Hilary Term. The mock examination paper you take will not be marked, but it offers you the chance to experience what it feels like to be in Examination Schools wearing full subfusc, and to focus on writing for three hours in such an environment. We strongly recommend you participate in this if you are not used to this kind of assessment; more details will be provided throughout the year.

We also encourage you to practise writing neatly by hand for a three-hour period. If the markers are unable to read your handwriting, the University will arrange for your papers to be transcribed, and you will be required to pay for the cost of this.

On the day

You must arrive at least 20 minutes before your examination is due to start. You must also bring your University Card, know your candidate number (accessed from Student Self Service, http://www.ox.ac.uk/students/studentselfservice/), and come wearing full academic dress. For further details of the procedures, and what you are able and not able to bring in with you, see the University webpage on exam regulations http://www.admin.ox.ac.uk/examregs/

Please note that there will be an Examiner present during the first half-hour of a written examination, to whom questions about the paper can be addressed.

Information on (a) the standards of conduct expected in examinations and (b) what to do if you would like examiners to be aware of any factors that may have affected your performance before or during an examination (such as illness, accident or bereavement) are available on the Oxford Students website https://www.ox.ac.uk/students/academic/exams?wssl=1

Procedures for deciding summative marks and arriving at the final MPP award

Arriving at a mark

All summative assignments and examinations are blind double-marked. Marks are then returned independently by the initial assessors and agreed upon in consultation with the Examiners and External Examiner.

Criteria for passing the MPP

To pass the MPP, you must achieve 50 or more in the graded components and all pass/fail course assessment components must be satisfactorily completed. BSG allows for some modules to be re-sat during the academic year. In addition, it is possible for marks to be compensated, meaning that a mark of lower than 50 but greater than 44 may be compensated by very good performance elsewhere. A mark of 44 or below cannot be compensated.

Criteria for being awarded a distinction

You will automatically achieve a distinction if you score an average of 70 across all graded components, with no component scoring less than 65, pass all pass/fail course assessments and are awarded either merit or distinction for the Summer Project. The Board of Examiners may award additional distinctions at their discretion.
When do I get my results?

You will receive results for some elements of the course throughout the year, and final marks will be available in early October. Many Oxford courses are assessed on the basis of formal examinations or submitted assignments that are all due at the end of the year. We believe, however, that it is better for your summative assignments to be spread through the year so as to reduce pressure at the end of the year and to allow you to submit work relevant to the teaching you have received at each stage of the course. Once your results are released you will be sent an email informing you that your assessment results and, in October, your MPP result are available to view in Student Self Service. We appreciate that you will want to have a sense of your progress and some feedback on your performance. This will be part of your conversation with your supervisor who will have knowledge of your performance in formative assignments and class work.

If things don’t go to plan

What if I am going to miss my summative assignment deadline, for example because I am ill?

Let us know as soon as you know. You must also consult your Senior Tutor at your college as a matter of urgency. In exceptional circumstances, requests made from the Senior Tutor to the Proctors may result in extra time for submission. If permission is granted, the work will be marked as if it had been submitted on time.

Please note, computer problems are not acceptable reasons for failure to hand in coursework on time. Always back up your work and safeguard against potential IT problems.

What happens if I submit my assignment late?

The deadlines for submissions and in-class assessments are advertised clearly in this handbook and the student timetable, and students will always receive reminders of when items are due.

In the event that a late submission is made without prior notification or excusal, the Examiners reserve the right to impose a penalty of between 2 and 20 marks, in line with BSG’s Examining Conventions.

What if I fail to submit my summative assignment without prior notification?

Any late submission that does not have permission from the Proctors will mean the assignment will fail. In case of a fail, you are permitted to re-submit once. Your re-submission will be a new assignment, and the timing of the re-submission will be communicated to you. If you fail to meet your re-submission date, and do not have permission from the Proctors, you will fail the MPP.

What if I am unable to attend the exam, for example because of illness?

If you are unable to attend your formal examination because of illness or another urgent cause, you must submit an explanation in writing to the Proctors via the Senior Tutor at your college enclosing relevant evidence. If the submission is accepted, the Proctors will allow you to be examined on another date as is appropriate, or, if other work that you have submitted is of sufficient merit, to act as if you had completed this particular examination. If the submission is not accepted, you will be deemed to have failed the examination.

What do I do if I felt ill during the exam?

If you sat the exam while ill, we suggest you speak to your college as you may wish to consider making an application for factors affecting performance in an examination. This can be made for any summative assessment (unseen exam, written submission or in-class assessment) and can relate to any external event that may have impacted on your performance. Evidence of the event and its impact would be required to make an application, and this will be submitted through your college to the Examiners.

Can I re-sit if I fail?

You will have the opportunity to re-sit or re-submit each component only once at the point at which the re-sit or re-submission is first offered. The re-sit for an exam will be a new examination paper, and for a submission this will be a new assignment question. If you fail an in-class assessment, you will be required to prepare a piece of work for marking.

The timing of re-sits and due dates for resubmissions will be dictated by when these are offered and whether a student has failed more than one component. Re-sits and re-submissions in the same academic year will be made available.
where possible. In the event that this would not be possible, the re-sit or re-submission will take place at the point when the component is next offered.

The schedule for re-sits and re-submissions can be found on WebLearn.

**What to do in the case of appeal?**

If you want to make any appeal against the outcome of any examination you have taken, you need to be referred to the Proctors via the Senior Tutor at your college. Course convenors and markers should never be approached directly by you or your supervisor acting on your behalf. You may not appeal against the examiners’ academic judgement, but rather if processes have not been followed. Further information on the process can be found on page 64 of this handbook.

**Viva voce examination**

You may be called for a viva voce once results have been received. This can occur if you are on a borderline between a pass/fail, or a pass/distinction. In the case of a borderline, the final mark is never reduced as a result of the viva but may be increased. The vivas will take place at the meeting of the Board of Examiners and students will be informed in advance if they are required to attend. As a viva is a formal examination, subfusc must be worn. It is not possible to request a viva.

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**MPP Examiners**

MPP Examiners are selected from the MPP teaching faculty as a whole. The Teaching Committee decides the number of Examiners for each year of the MPP, and also appoints a Chair of Examiners, who for 2016-17 will be Dr Maya Tudor.

There is also an External Examiner, who reports on the academic standards, the extent to which assessment processes are rigorous and fairly conducted, standards of student performance, and, if appropriate, the comparability of standards and student achievements with those in similar higher education institutions. The External Examiner attends all Examiner meetings and must attend any viva voce examinations. The full details of the Board of Examiners for 2016-17 will be provided in the Examining Conventions.

Please note: Examiners should never be approached directly by you, or your supervisor acting on your behalf. Students are strictly prohibited from contacting external examiners directly. If you are unhappy with an aspect of your assessment you may make a complaint or appeal (see page 63).

Internal and External Examiners’ Reports for previous academic years can be found on WebLearn in the Examination and Assessment Folder.
Supporting you

Concerns and complaints

If you have any concerns relating to the MPP or BSG, there are a number of people you can talk to. These include:

- Your Supervisor or MPP Course Director, who will seek to resolve the matter, and, if necessary, consult the appropriate authorities on your behalf
- Your College Tutor, the Senior Tutor, or the Tutor for Graduates in your college
- The Student Information and Advisory Service (email student.information@admin.ox.ac.uk)
- The Oxford University Student Union Advice Service (http://www.ousu.org/advice)

If your concern relates to the quality of teaching, supervision or course information, you should raise this with the MPP Course Director.

We take your concerns very seriously and will work to deal with any issues thoroughly and fairly. If, however, you feel that your concern has not been dealt with satisfactorily, you should make a formal complaint in writing to the Proctors’ Office.

Please note that some issues cannot be dealt with by BSG, in which case you will need to liaise directly with the Senior Tutor at your college and/or the Proctors about them. This includes anything relating to your examinations.

The Proctors’ Office

The Proctors’ Office is the administrative base for three senior officers at the University: the Senior Proctor, the Junior Proctor, and the Assessor. The Proctors have a range of responsibilities including taking overall University responsibility for student welfare, running University examinations, and dealing with any complaints. Further information and contact details for the Proctors and the Proctors’ Office can be found at http://www.admin.ox.ac.uk/proctors/

Processes and procedures for making complaints are detailed in full on the main University website and can be found at http://www.ox.ac.uk/students/academic/regulations.

Complaints and academic appeals within the department of the Blavatnik School of Government

The University, the Social Sciences Division and the department of the Blavatnik School of Government all hope that provision made for students at all stages of their course of study will make the need for complaints (about that provision) or appeals (against the outcomes of any form of assessment) infrequent.

Where such a need arises, an informal discussion with the person immediately responsible for the issue that you wish to complain about (and who may not be one of the individuals identified below) is often the simplest way to achieve a satisfactory resolution.

Many sources of advice are available from colleges, faculties/departments and bodies like the Counselling Service or the OUSU Student Advice Service, which have extensive experience in advising students. You may wish to take advice from one of these sources before pursuing your complaint.

General areas of concern about provision affecting students as a whole should be raised via student representation at the Staff-Student Committee or at a Student Rep Meeting.

Complaints

If your concern or complaint relates to teaching or other provision made by BSG then you should raise it with the Director of Graduate Studies as appropriate. Complaints about departmental facilities should be made to the Chief Operating Officer, Calum Miller. If you feel unable to approach one of those individuals, you may contact the Head of Department Professor Ngaire Woods. The officer concerned will attempt to resolve your concern/complaint informally.

If you are dissatisfied with the outcome, you may take your concern further by making a formal complaint to the Proctors under the University Student Complaints Procedure (https://www.ox.ac.uk/students/academic/complaints).
If your concern or complaint relates to provision made by your college, you should raise it either with your college advisor or with one of the senior college officers, for example, the Senior Tutor or Tutor for Graduates (as appropriate). Your college will also be able to explain how to take your complaint further if you are dissatisfied with the outcome of its consideration.

Academic appeals

An academic appeal is an appeal against the decision of an academic body (e.g. boards of examiners, transfer and confirmation decisions etc.), on grounds such as procedural error or evidence of bias. There is no right of appeal against academic judgement.

If you have any concerns about your assessment process or outcome it is advisable to discuss these first with your subject or college tutor, Senior Tutor, course director, director of studies, supervisor or college or departmental administrator as appropriate. They will be able to explain the assessment process that was undertaken and may be able to address your concerns. Queries must not be raised directly with the examiners.

If you still have concerns you can make a formal appeal to the Proctors who will consider appeals under the University Academic Appeals Procedure (https://www.ox.ac.uk/students/academic/complaints).

- The Proctors are not empowered to challenge the academic judgement of examiners or academic bodies.
- The Proctors can consider whether the procedures for reaching an academic decision were properly followed; i.e. whether there was a significant procedural administrative error; whether there is evidence of bias or inadequate assessment; whether the examiners failed to take into account special factors affecting a candidate’s performance.
- On no account should you contact your examiners or assessors directly.

Supporting equal opportunities and diversity

We are committed to providing an environment that is fully supportive of equal opportunities and diversity. This includes support for students with disabilities and support for students with young children and other family commitments. We are guided by the advice offered by the University’s Equality and Diversity Unit.

“The University of Oxford is committed to fostering an inclusive culture which promotes equality, values diversity and maintains a working, learning and social environment in which the rights and dignity of all its staff and students are respected.”


Oxford is a diverse community with staff and students from over 140 countries, all with different cultures, beliefs and backgrounds. As a member of the University you contribute towards making it an inclusive environment and we ask that you treat other members of the University community with respect, courtesy and consideration.

The Equality and Diversity Unit works with all parts of the collegiate University to develop and promote an understanding of equality and diversity and ensure that this is reflected in all its processes. The Unit also supports the University in meeting the legal requirements of the Equality Act 2010, including eliminating unlawful discrimination, promoting equality of opportunity and fostering good relations between people with and without the ‘protected characteristics’ of age, disability, gender, gender reassignment,
The Equality and Diversity Unit also supports a network of around 300 harassment advisors in departments/faculties and colleges and a central Harassment Advisory Service. More information on the University’s Harassment and Bullying policy and the support available for students can be found at www.admin.ox.ac.uk/eop/harassmentadvice and in the Harassment and Bullying section in this handbook (see below).

The Unit promotes equality, values diversity, and supports departments, faculties and colleges in maintaining a working, learning and social environment in which the rights and dignity of all members of the University community are respected. It aims to ensure that no student will be treated less favourably on the grounds of age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and/or belief, and sexual orientation. It also supports a variety of networks and activities, including:

- LGBT Staff Network (staff and graduate students)
- Race Equality Network (staff and students)
- Oxford Women’s Network (staff and students)
- LGBT History Month
- Black History Month

There are a range of faith societies, belief groups, and religious centres within Oxford University which are open to students. For more information visit http://www.admin.ox.ac.uk/eop/religionandbelief/faithsocietiesgroupsorreligiouscentres/

The Disability Advisory Service (DAS) can provide information, advice and guidance on the way in which a particular disability may impact on your student experience at the University and assist with organising disability-related study support. For more information visit: https://www.ox.ac.uk/students/welfare/disability?wssl=1

If you have a specific learning need or requirement, you should speak to your supervisor or the Programmes Team, who will work to assist you.

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**Harassment or bullying**

We pride ourselves on BSG’s positive, supportive environment as befitting our Code of Conduct. We are aware, however, that you cannot completely safeguard against all negative experiences. In the unfortunate event that you experience harassment or bullying or are accused of harassment or bullying, you can contact one of BSG’s Harassment Officers:

Caroline Davies: caroline.davies@bsg.ox.ac.uk
Adam Ritchie: adam.ritchie@bsg.ox.ac.uk
Jayne Smith: jayne.smith@bsg.ox.ac.uk

They offer confidential support and will aim to facilitate informal resolution. If you would prefer to speak to someone outside of BSG you can contact the University’s Harassment Line on 01865 270760 or email them at harassment.line@admin.ox.ac.uk. You can also contact the Student Union’s Student Advice Line on 01865 288466.

Complaints of harassment and bullying are taken extremely seriously. For further information about associated University procedures see http://www.admin.ox.ac.uk/eop/harassmentadvice/

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**General health and health services**

If you are on a full-time course of study lasting six months or more or on a course of any duration that is substantially funded by the UK Government, you are entitled to free hospital treatment in England through the National Health Service (NHS). This entitlement extends to your spouse and children (under the age of 16, or 19 if in further education) if they are living permanently with you for the duration of your course. Individual hospitals are responsible for deciding whether a patient is entitled to free treatment or not, in accordance with the relevant regulations. In order to establish entitlement, hospitals can ask you to provide documentation that supports your claim that you are studying in the UK. If you applied for a UK visa on or after 6 April 2015, you are likely to be eligible to pay the new immigration health charge. For information, visit http://institutions.ukcisa.org.uk//Info-for-universities-colleges--schools/
If you are unsure whether you are entitled to free hospital treatment, check with the Department of Health at:

Room 4W04b, Quarry House Quarry Hill
Leeds LS2 7UE 0113 2545819
overseasvisitors@dh.gsi.gov.uk

You are expected to register with your college doctor, or another Oxford general practitioner (GP) if you prefer, so they can look after you while you are in Oxford. Your college doctor will also have considerable experience in student health matters and knowledge of the University and college context. If you have a long-term health condition, it is possible for your college doctor to liaise with other health practitioners who know you and your medical history well.

At any GP practice it is normally possible for you to choose to consult either a male or a female doctor. If you wish to specify this, mention it when making an appointment.

Like all doctor-patient relationships, those between college doctors, college nurses and students are confidential.

For minor sickness and ailments you are able to consult and obtain treatment from your college nurse. Most colleges either provide sickbays or have special arrangements for students who are confined to bed in their rooms.

Information on the health professionals at your college can be found at http://www.ox.ac.uk/students/welfare/health/doctors.

Other health professionals

Dentists

For routine or emergency dental treatment you can seek the advice of your college doctor or nurse. You can also enroll with a local dentist. Studental (www.studental.co.uk), an NHS dental practice, is located at Oxford Brookes University campus onHeadington Hill. Dentistry treatment, even if through the NHS, is not usually free.

For out-of-hours emergency care, contact the East Oxford Emergency Dental Clinic on 0845 3458995. This is open from 18:30 – 22:00 weekday evenings and all day at weekends.

Alternatively, you can use the NHS 111 service. Call 111 from any UK phone if you urgently need medical or dental help or advice but it is not a life-threatening situation.

Opticians

Colleges do not normally have special arrangements with opticians, so you should register with an optician of your choice. Charges for sight tests vary. If you have a visual problem that requires specialised attention, you will be referred to the hospital eye service.

As mentioned elsewhere, the Disability Advisory Service (DAS) can provide information, advice and guidance on the way in which a particular disability may impact on your student experience at the University and assist with organising disability-related study support. For more information visit: www.ox.ac.uk/students/shw/das.

Mental health

If you would like to discuss mental health issues or stress, you can talk to any of the following:

- Your college doctor or another GP you are registered with
- The Student Counselling Service, which is there to help you address personal or emotional problems that get in the way of having a good experience at Oxford and realising your full academic and personal potential. It offers a free and confidential service. For more information visit www.ox.ac.uk/students/shw/counselling
- A range of services led by students available to help provide support to other students, including the peer supporter network, the OUSU Student Advice Service and Nightline. For more information visit: https://www.ox.ac.uk/students/welfare/counselling?wssl=1
- Your supervisor or the MPP Course Director

A more extensive list of resources and support is available at http://mindyourheadoxford.org/resources.html.

Whilst we hope your time at BSG will be positive, we know that sometimes things can be stressful or unexpected problems can arise. If you are at all worried about your mental health, do reach out to one of the sources listed – you are not alone!
Typically tough times

Some parts of the course are challenging for all students – these include:

- Michaelmas Term: it is busy and demanding, and some students may find they need to adjust to the new surroundings or the discipline of an academic environment.
- The start of Hilary Term: The weather is typically cold and dark – do not underestimate the impact this may have on your motivation, or on making plans!
- Exam time
- Organising your Summer Project in Trinity Term, which is quite labour-intensive: the Summer Project Team is on hand to help, but you will need to confirm your placement and seek necessary documentation while continuing your day-to-day studies.

It is perfectly normal to feel a little overwhelmed during these times, and the University the Colleges and BSG have a range of services to support you. If you have any concerns or feel like you are struggling, please talk to your supervisor about any academic anxieties or your college advisor about pastoral issues, or one of the other sources of support listed previously.

Keeping us informed about illness

As outlined in the section on attendance (page 45), if you are unwell please inform us as soon as possible. If you are unexpectedly absent from class, we may contact you to confirm why, and this contact may not be private.

If you are unwell for a long period in a way that affects your studies, you can do one of two things. The first is to get written confirmation from your doctor and speak to the Senior Tutor at your college who can seek permission from the Proctors for extension of deadlines and/or for the examiners to take your illness into consideration when marking your mark. The second, in more serious cases, is to apply for a suspension of status where you suspend your studies until you are well enough. In practice, as you need to participate in and complete all aspects of the MPP, this will usually mean returning in the next academic year. If such issues arise, the earlier you engage with your supervisor and the MPP Course Director, the better we can help you.

Please note that BSG is responsible for monitoring and checking any unexpected absences for its international graduate students. The University is legally obliged to report a registered student to UK Visas and Immigration if a student is unexpectedly absent.

Other resources

Details of the wide range of sources of support available more widely in the University are available from the Oxford Students website, https://www.ox.ac.uk/students/welfare?wssl=1, including in relation to mental and physical health and disability.

OUSU also runs a series of campaigns to raise awareness and promote causes that matter to students. For full details, visit https://ousu.org/get-involved/campaigns/

There is a wide range of student clubs and societies to get involved in - for more details visit: https://www.ox.ac.uk/students/life/clubs/list?wssl=1. Do remember, though, that attending MPP teaching is your first priority, and that teaching takes precedence over clubs, sports, and non-MPP lectures and seminars.

Unexpected financial difficulties

You are expected to have secured the necessary funds to cover the fees and living costs for your whole period of study before starting the MPP. If you are in financial difficulty you should always approach your college or hall in the first instance. Colleges understand the financial constraints students experience and will be able to offer advice on the support that you may be eligible to apply for, including any relevant College Hardship Funds. The college may advise you to apply for the University Hardship Fund. In exceptional cases, you may apply to BSG for hardship funding but must demonstrate to the School that you have applied to the University and your college for hardship funding. Please use the University’s form to make a hardship application to the School. The application form will then be presented to the School’s Senior Management Team along with the financial needs portion of your BSG Scholarship questionnaire (if applicable) and your declaration of financial means, previously submitted to your college to satisfy the conditions of your admission.
Visas and immigration

Information on visas while you are studying here can be found at [http://www.ox.ac.uk/students/visa/during](http://www.ox.ac.uk/students/visa/during), and Student Immigration can be approached for further information and help at student.immigration@admin.ox.ac.uk. If you have any concerns about your visa, do also let your supervisor know.

Personal safety tips

Violent crimes are comparatively rare in Oxford and account for a small proportion of recorded crime. Nevertheless, it is sensible to minimise personal risk by taking reasonable precautions:

- Stay aware of what is going on around you when walking around the city.
- Keep your purse/wallet out of view or carry it in an inside pocket.
- Always use pre-booked licensed taxis. Before you get in, check the name of the person the taxi has come to collect and the destination. Do not volunteer the information first.
- Do not walk home alone late at night; use public transport or a taxi.
- If cycling, always wear a helmet and reflective clothing and ensure that your bike is fitted with lights and a bell.
- Register your phone with Immobilise ([www.immobilise.com](http://www.immobilise.com)): this helps the police to recover it if it is stolen.
- Use cash machines during the daytime if possible, and avoid machines in dimly-lit and quiet areas.
- Put your card and cash away quickly – do not keep them on display.
- Never write down your Personal Identification Number (PIN), and make sure you know your account number and sort code so that you can cancel your card quickly if it is lost or stolen.
- Shout and scream as loud as you can if you are being attacked or are threatened. This will alert people who may be able to help. It is also likely to cause the offender to run off.
- If you regularly go jogging or cycling, try to vary your route and time. Stick to well-lit roads with pavements. If you wear a personal stereo, remember you cannot hear traffic or somebody approaching behind you.
Beyond the MPP

Careers and future employment

Oxford graduates are often highly sought after by employers around the world, and the career prospects for a successful MPP student at Oxford can be excellent. With its emphasis on academic analysis complemented by the opportunity to develop a range of professional skills, the MPP provides you with an excellent foundation for a successful career in public service, whether in government, in non-governmental organisations or in the private sector.

The Professional Skills for Public Policy Careers programme enhances the applied focus of the course and encourages you to think about and prepare for your future career from the moment of arrival. The University’s Careers Service is located very closely to the School and is a source of valuable information and personal advice, whilst you are a student and once you become a member of the alumni community. Through the Professional Skills programme, you will be encouraged to develop a range of skills required in the modern workforce and strengthen your understanding of career paths and opportunities. The process involved in securing a Summer Project placement provides an exceptional opportunity to rehearse the job application process and, once in placement, build and strengthen new networks for career advancement.

In addition, your involvement with BSG as an MPP student enables you to enjoy lifelong membership of the BSG alumni community. This community will provide you with social connections, professional guidance and continual learning exchanges throughout your career. Our alumni network is envisaged as a community that cuts across class years and programmes and connects our many talented and inspiring former students with other equally exceptional people. This community will enable you to turn to other alumni, and to BSG faculty, as trusted sources of advice and guidance. The connections fostered by this network will also serve as powerful reminders about our shared commitment to public service and our desire to make a positive, real difference in the world.

End of Year event and your graduation

Students of the University graduate through their college in ceremonies held at different times. For your graduation via your college, you are required to wear full sub fusc and the standard MA graduate gown together with the special MPP hood. Further details on graduation will be provided by your college.

As many students are in different colleges, BSG will host its very own End of Year event to bring you all back together as a class again. The date of this event will fall around the college graduation dates and is usually held in early November. Full information will be provided later in the year.

Can I continue studying at BSG after graduating from the MPP?

BSG offers a DPhil in Public Policy with admissions for entry in 2017-18 now open. Please note that for admission a Master’s degree that includes appropriate research methods training is expected. Please see the entry criteria on the website for full information.

BSG has also begun to offer a small but growing series of specialist short courses usually aimed at mid-career professionals. We will keep you informed about our provision in this area as it grows.

Building the BSG Alumni community

An emerging Blavatnik School of Government community of peers.

As BSG grows you will play a significant part in the shaping and development of this BSG Alumni community. We aim to create a community in which BSG graduates and scholars work together to better the world through more effective public policy making and delivery.

One of the key ways you will learn is through interaction and mutual exchange with your fellow MPP students. You were all carefully selected to participate in the programme because of the particular perspectives and experiences we felt you would bring. We hope you forge relationships that last well beyond your year of study and that as your careers develop, being a part of this community will mean you have a shared learning experience with other visionaries throughout the world. We want you to stay in touch, work together, call upon each other in times of challenge and be willing to hold each other to account. As you settle into the first term of
teaching you will be invited to join the official BSG Alumni Group on LinkedIn so that you may forge early links with the growing BSG community.

Staying connected with your peers

You can strengthen the BSG community and network by connecting with each other, and the wider world, through social media and on various digital platforms. Once you graduate, we’ll give you a detailed Alumni Handbook of information to help you stay engaged. In the meantime, here are some of the ways you can connect with us and with each other, starting now:

- **LinkedIn** – The BSG Alumni LinkedIn group at https://www.linkedin.com/groups/5106267. It is still in its early stages, but we hope it will become an invaluable resource in the years to come. We see this group as a particularly useful platform for effective and professional networking. You will be able to turn to the group for job alerts, policy insight memos and to keep up to date professionally with alumni. You can also follow the main BSG LinkedIn page at https://www.linkedin.com/company/blavatnik-school-of-government

- **BSG Website Alumni News** – A public place to find the latest news updates from your fellow alumni. Please keep us updated with any news and achievements you would like to share by emailing alumni@bsg.ox.ac.uk

- **Twitter** – Keep us and your followers informed by using @BlavatnikSchool in your tweets.

- **BSG Blog** – As a member of the BSG community, you are encouraged to use the BSG Blog as a platform to share your insights and experiences with wider audiences. To take advantage of this opportunity, send your blogs to comms@bsg.ox.ac.uk

- **BSG Facebook Page** – Keep up to date with BSG faculty and student news by ‘liking’ us on Facebook – https://www.facebook.com/Oxfordbsg

Staying connected with BSG

Our commitment to BSG Alumni is to provide the necessary support and encouragement for you to continue to be strengthened by the BSG community, and to offer and facilitate among BSG Alumni the professional guidance and continual learning exchanges that will help you throughout your career.

You will have access to a variety of resources to continue your policy learning. You will be invited to BSG conferences, Dean’s Forums, professional development seminars and specific alumni events. You will also have access to BSG policy memos and research insights. We will keep you informed of these events and the School’s activities through a termly alumni newsletter and would encourage you also to sign up to receive other BSG news and events at https://www.bsg.ox.ac.uk/mailing-lists

Recruitment and fundraising

There are many ways in which you can help us build a world-class School. BSG is always looking to engage with talented policymakers in every country and across all disciplines.

You are already part of a peer group that will provide future MPP students, so please help us spread the word to those whom you want as future members of your BSG community and connect high-potential candidates to the Admissions Team (admissions@bsg.ox.ac.uk). You may in the future work at, or know of, organisations that would make fantastic Summer Project hosts or be potential employers of BSG students. Or you can help the School connect with policymakers to collaborate on research projects. These are just three of many ways in which you can help the School achieve its goals.

You may also be in a position to help us with fundraising. BSG is developing its links with external funding bodies and fundraisers who can help the School through providing student scholarships and awards. If you would like to get involved in this way then please contact development@bsg.ox.ac.uk.

Outreach

BSG is always looking to widen its appeal in every country and across all disciplines.

If you need BSG to send brochures to organisations or individuals, just let us know at comms@bsg.ox.ac.uk and if you have any other ideas about how to engage potential students please drop them to us in an email.
# Key assessment dates

<table>
<thead>
<tr>
<th>Module</th>
<th>Assessment type</th>
<th>Assessment dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied Policy Modules</td>
<td>In-class assessment</td>
<td>These will take place in class and assessment details will be made available in Michaelmas Term, along with the date of assessment</td>
</tr>
<tr>
<td>Core I: Foundations</td>
<td>2,000-word written submission</td>
<td>By 12 noon on Friday of Week 10, Michaelmas Term</td>
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<tr>
<td></td>
<td>Unseen examination</td>
<td>Trinity Term</td>
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<tr>
<td>Core II: Economics for Public Policy</td>
<td>Unseen examination</td>
<td>Trinity Term</td>
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<tr>
<td>Core III: The Politics of Policymaking</td>
<td>2,000-word written submission</td>
<td>By 12 noon on Friday of Week 3, Trinity Term</td>
</tr>
<tr>
<td>Core IV: Science and Public Policy</td>
<td>1,500 word written submission</td>
<td>By 12 noon on Monday of Week 9, Trinity Term</td>
</tr>
<tr>
<td>Core V: Law and Public Policy</td>
<td>Unseen examination</td>
<td>Trinity Term</td>
</tr>
<tr>
<td>Core VI: Policy Evaluation</td>
<td>2,000-word written submission</td>
<td>By 12 noon on Friday of Week 10, Hilary Term (or the next working day when this falls on a day when the University is closed)</td>
</tr>
<tr>
<td>Option I</td>
<td>1,500-word written submission</td>
<td>By 12 noon on Friday of Week 9, Trinity Term</td>
</tr>
<tr>
<td>Option II</td>
<td>1,500-word written submission</td>
<td>By 12 noon on Friday of Week 9, Trinity Term</td>
</tr>
<tr>
<td>Summer Project</td>
<td>4,500-word report 1,500-word essay</td>
<td>By 12 noon on 1st September (or the next working day when this falls on a weekend)</td>
</tr>
</tbody>
</table>
Who to contact in an emergency

In an emergency dial 999 free from any phone. When you are connected you will be asked for your address and whether you need the ambulance service, fire service or police. Only call this number if you need immediate help.

The University Security Services also has a 24-hour emergency line: 01865 289999.

For non-emergency police enquiries, dial 101.

www.bsg.ox.ac.uk