



BLAVATNIK
SCHOOL *of* GOVERNMENT

2014 Annual Report

A report on the Blavatnik School of Government's aims and achievements over the past year.



WELCOME

The Blavatnik School of Government is a global school pursuing a vision of better government, stronger societies and richer human opportunities across the world.

This annual report provides an opportunity to reflect on our core mission of improving government around the world, and our goal of building a globally-known school which is financially self-sustaining.

As the academic year is drawing to a close for our second cohort of Master of Public Policy students, preparations are already underway for our 2014 class, who will arrive in September. These are exciting times for the whole School. Construction of our new building is well underway; a number of major new research projects are starting; we have been recruiting new staff and faculty to deliver our expanding programmes; and we are anticipating the launch of our DPhil this September.

There are four elements of progress that I am particularly pleased to highlight in this report:

- **The success of our efforts to pioneer ways to identify and recruit outstanding individuals with the energy, determination and integrity to make a difference.** This year, our MPP programme brought 64 students from 39 countries to Oxford. Next year, we received our largest number of applications ever, and anticipate a cohort of over 70 students from 50 countries.
- **The rapid expansion of support for our students.** Our successful applicants have made huge efforts to win scholarships and secure financial support to take up their places with the School. Their achievements, combined with our own efforts to secure student funding, mean that 80% of our incoming students will be fully funded this year.
- **The swift uplift of our research programmes.** The faculty is small but growing, and they have already won research funding from a variety of foundations and research councils. Our doctoral programmes attracted nearly 100 superb applications, from which we have chosen five outstanding candidates.
- **The expansion and deepening of our collaborative relationships with outstanding institutions from the public, private and not-for-profit sectors.** We have established strong links with well over 50 organisations internationally as summer project hosts, conference and short course partners, and through other engagement initiatives.

As we look ahead to the future, and all the exciting changes that are yet to come, we are pleased to share with you this overview of our objectives and achievements over the past year.

Ngaire Woods
Dean of the Blavatnik School of Government



THE SCHOOL'S VISION

Vision: A world better led. A world better served. A world better governed.

Aim: To inspire and support better public policy and government around the world.

DISTINCTIVE APPROACH

Global

Deriving lessons for better government from countries around the world

Practice-focused

Focused on what works and the practical delivery of public policy.

Multi-disciplinary

Drawing lessons from a range of sectors and disciplines

CORE OBJECTIVES

Teach

Delivering education that combines deep expertise with analytical thinking and practical skills

Research

Conducting outstanding research which addresses practical policy challenges

Engage

Forging networks to generate solutions, share best practice and support pioneering policymakers



Teaching

An overview of our educational programmes and what we have achieved to date.



MPP student Fiona Smith speaking to George Soros

MASTER OF PUBLIC POLICY

Our distinctive global approach to the MPP creates a dynamic learning environment in which students discover, develop and exchange vital skills for addressing public policy challenges.

BACKGROUND

The Master of Public Policy (MPP) is an intensive one-year graduate degree. It takes a broad world-view in understanding how policy is made, implemented and evaluated at all levels in governments. The course is multidisciplinary and multi-sectoral in approach. It is taught by Blavatnik School faculty, who are supported in teaching by associate academics and expert practitioners. It is supplemented by lectures and discussions with recognized leaders from around the world.

Our aim is to deliver a course that will attract the best students from around the world and provide them with the academic knowledge and professional skills to be the leaders who address the complex public policy challenges of the 21st century.



UPDATE

Our first class of 38 students from 19 countries and territories arrived in September 2012; our second class of 62 students from 39 countries and territories will be graduating later this year. In 2015, when we move into our new, dedicated building, we expect to recruit a global cohort of 120 MPP students per year.

Our third MPP application cycle is now complete and demonstrates a steady trend of attracting more and better-qualified applicants with expanding country coverage.

We have now launched an alumni and career development programme that is providing opportunities to engage and support our graduates for the longer term.



Course fees
£32,760
in 2014-2015

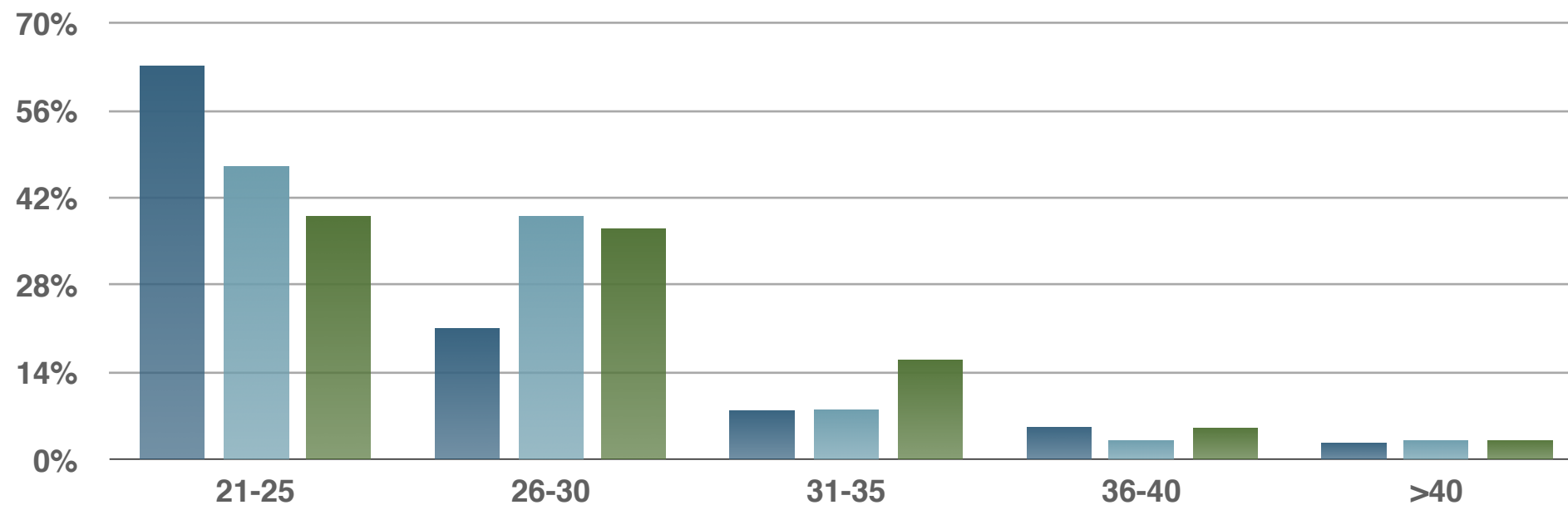


FACTS AND FIGURES

Our goal is to attract a global cohort of outstanding students from all sectors and every region, with a rich diversity of experience, a commitment to public policy, and proven capacity for leadership.

Student age distribution

■ 2012 Cohort ■ 2013 Cohort ■ 2014 Offers

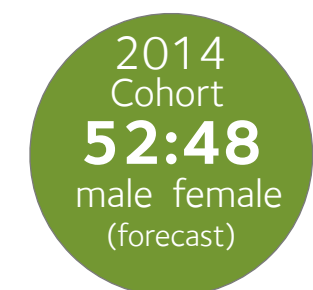
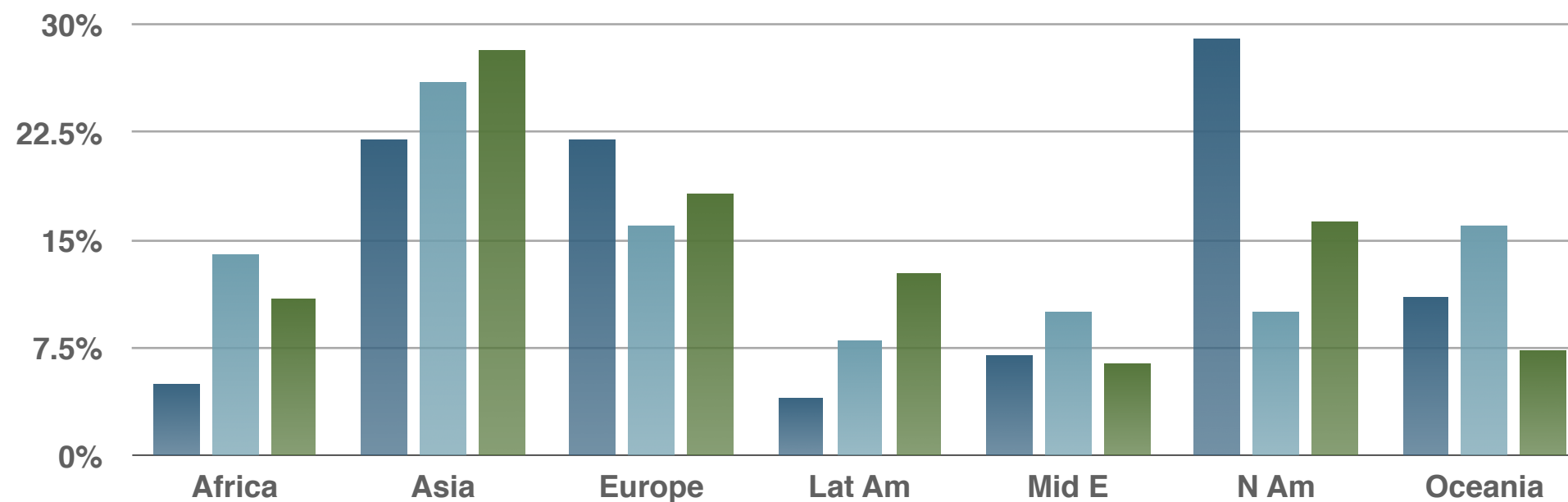


Student gender distribution

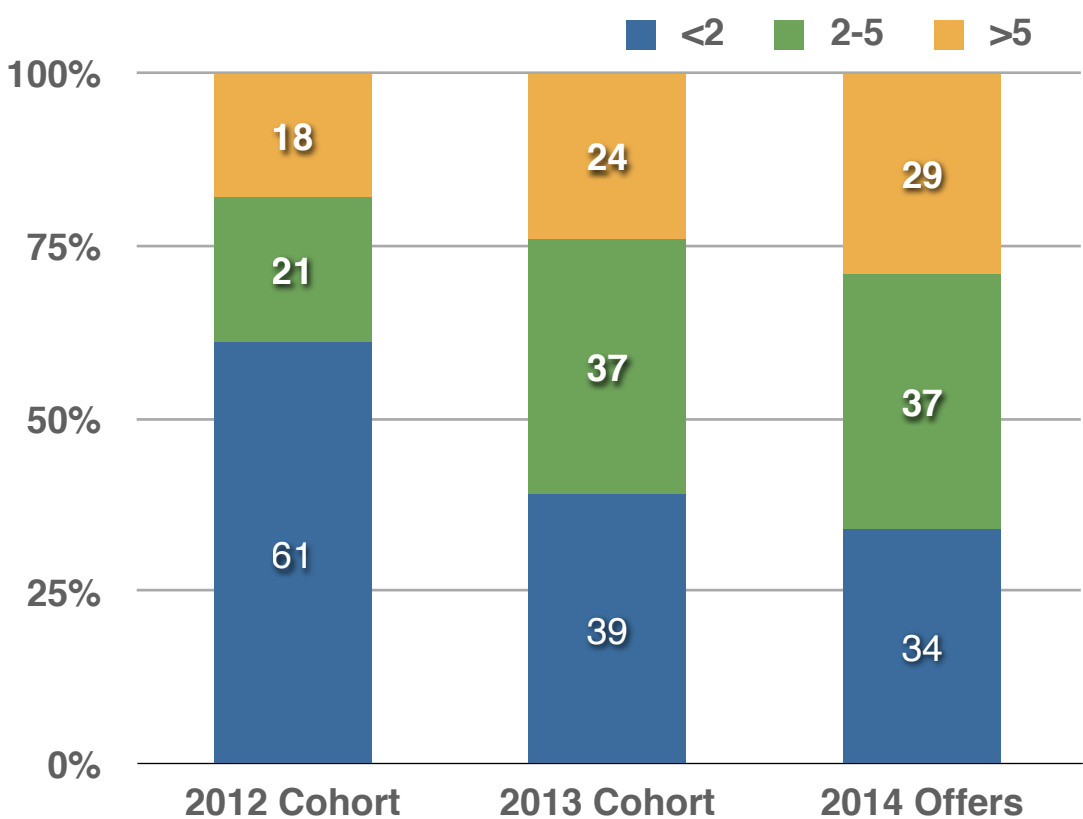


Student regional distribution

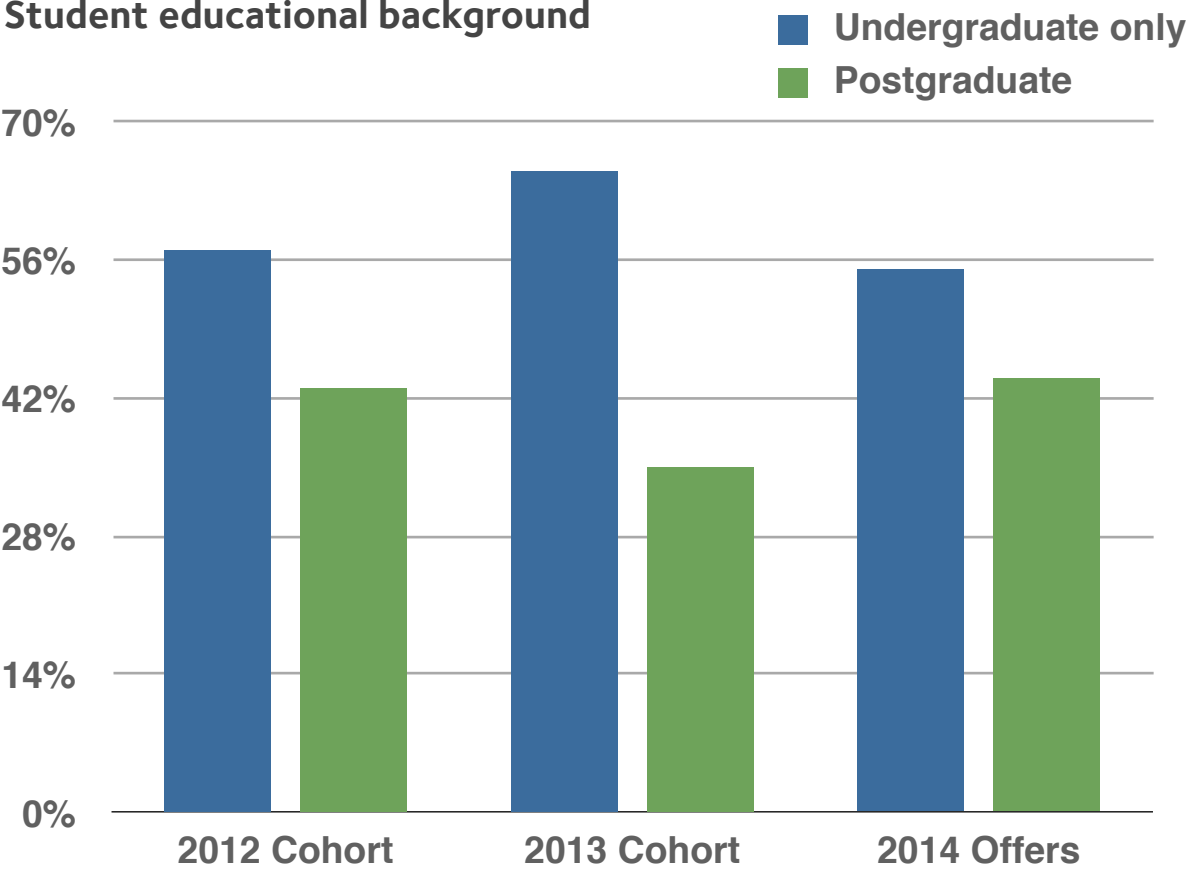
■ 2012 Cohort ■ 2013 Cohort ■ 2014 Offers



Student average years of work before MPP



Student educational background



Examples of professional experience (2014 Offers)

- Manager, Family Policy Unit, Ministry of Social & Family Development, Singapore
- Chief Policy Planner, Ministry of International Affairs and Communications, Japan
- Government Consultant, Oyu Tolgoi LLC, Mongolia
- Assistant Director of Policy, Government of Punjab, Pakistan
- Senior Analyst, Central Bank of Thailand
- Policy Reform Specialist, USAID, Guinea
- Deputy Private Secretary, Cabinet Office, UK
- Aide-de-Camp to the Commanding General, Joint Special Operations Command, United States Army

Examples of educational background (2014 Offers)

Undergraduate subjects

- Agricultural Sciences
- Chemistry, Botany, Zoology
- Comparative Literature/Writing
- Geospatial Science
- Law
- Microbiology
- Neuroscience
- Physics
- Women & Gender Studies

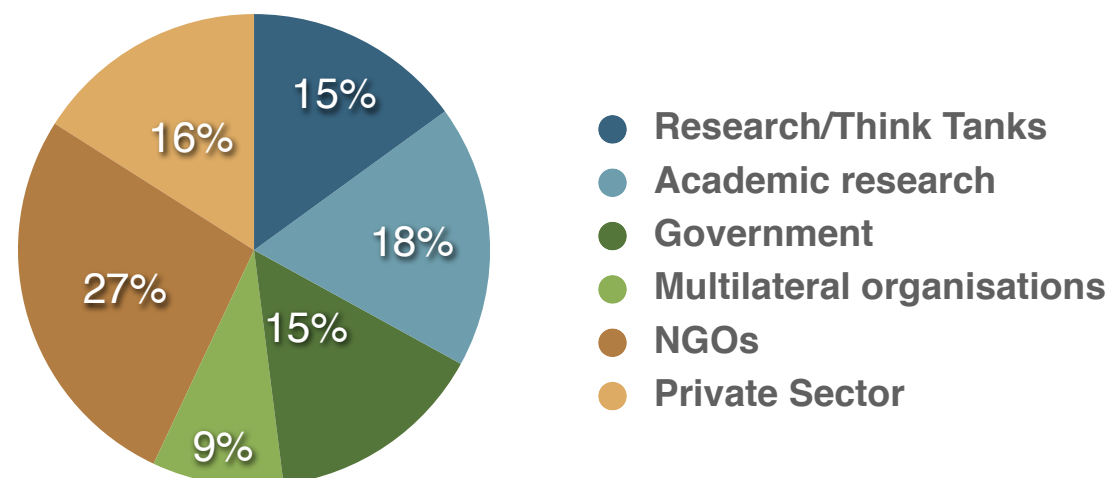
Graduate subjects

- Biotechnology
- Comparative Social Policy
- International Peace and Security
- International Politics and Security
- Media Studies
- Medicine and Dentistry
- Neuroscience
- Post-War Recovery Studies

SUMMER PLACEMENTS

As part of the MPP, all students undertake a 6–8 week project in a public policy setting. Our aim is to ensure the Summer Project provides students with a fantastic opportunity to apply their policy analysis skills in an environment where they can deepen or diversify their experience.

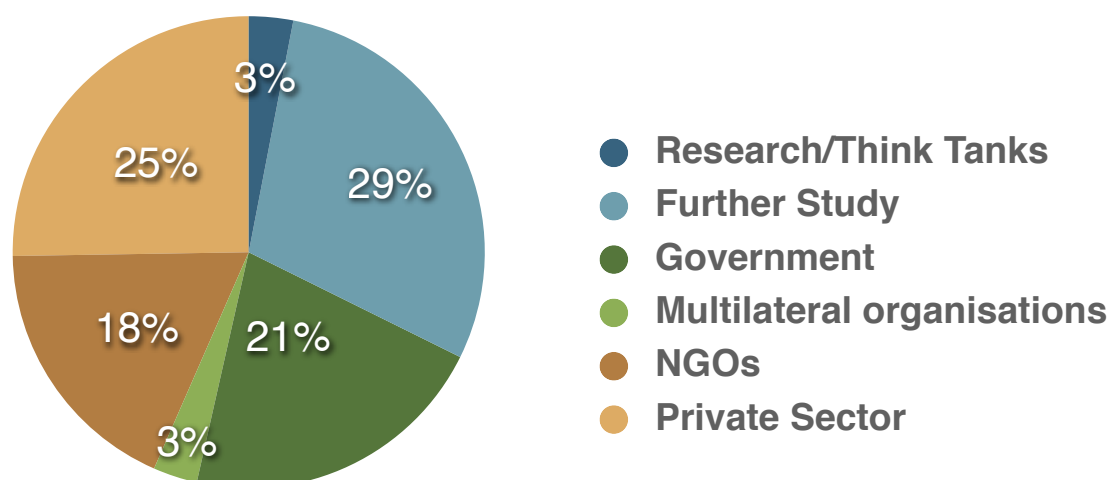
2013 Cohort summer placement sector destination



CAREER DESTINATIONS

The MPP will equip students with the skills, knowledge and insights to navigate complex policy challenges in whatever field they choose to progress their careers.

2012 Cohort sector destination



Examples of 2013 summer placements

- **Department for International Development, UK:** Assessment of DFID's bilateral programme portfolio for Reproductive, Maternal and Newborn Health (RMNH) in developing countries using the "Framework for Results"
- **Oxfam, Kenya:** Formulating policies to achieve gender equity in humanitarian intervention: A case study of Oxfam's Rights in Crisis Campaign on safety, livelihoods and gender justice in African conflicts 2012–2015.
- **Council of Foreign Affairs, Canada:** Finding a Balance – Data Protection for Medical Research in the Age of 'Big Data'
- **Policy and Planning Directorate, Government of Singapore:** Raising the labour force participation rate of older workers in Singapore
- **McKinsey & Co, UK:** Driving Metropolitan Economic Development: How US cities should plan for growth

Examples of 2012 Cohort career destinations

Government

- Centers for Disease Control and Prevention, Atlanta
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
- Ministry of Foreign Affairs, Kosovo
- Office of the President of Mexico

Further Study

- Harvard Medical School
- University of Oxford, Department of Politics and International Relations
- Yale Law School

Private Sector

- Facebook
- McKinsey & Company

NGOs

- Clinton Health Access Initiative

Multilateral Organisations

- United Nations Economic Commission for Africa

Research/Think tanks

- Institute for Government



Zeina Ammar
Lebanese



Vrinda Bhandari
Indian



Alan Clarke
British



Renata Goldirova
Slovak



Mir Javid
Afghani



Pauline Anaman
Ghanaian



Jennifer Bright
American



Azddine Daif
Moroccan



Neta Gruber
Israeli



Sven Jungmann
German



Mark Boris Andrijanic
Slovene



Luisa Cadena
Colombian



Lauren Dancer
Australian



Ronan Harrington
Irish



Rafiullah Kakar
Pakistani



Adaudo Anyiam-Osigwe
Nigerian



Louis Chambers
New Zealander



Charles Dollie
Ghanaian



Max Harris
New Zealander



James Kin-Sing Chan
Hong Konger



Jeremy Arthur
American



Yu Cheng
Chinese



Erica Finkle
American



Alexander Ho-Young Chan
Hong Konger



Qingling Kong
Chinese



**Irakli
Kotetishvili**
Georgian



**Charlotte
Mazzoni**
French



**Safak
Muderrisgil**
Turkish



**Line
Pedersen**
Danish



**Nicolas
Robinson
Andrade**
Ecuadorian



Xi Liu
Chinese



**Timothy
McMinn**
Australian



Iona Mylek
New Zealander



Teresa Phiri
Malawian



**Zackaria
Sabella**
Palestinian



Bronwyn Lo
Australian



**Tatianna Mello
Pereira da
Silva**
Brazilian



Manjit Nath
Indian



Intan Putri
Indonesian



**Daulet
Serikbay**
Kazakh



Melvyn Lubega
South African



**Mohammed
Mossallam**
Egyptian



Rahul Nayar
Indian



**Leonardo
Quattrucci**
Italian



**Mehreen
Shahid**
Pakistani



Aaron Maniam
Singaporean



**Henry
Mphwanthe**
Malawian



**Tara
Paterson**
Canadian



**Thomas
Quirk**
New
Zealander



**Hala Sheikh Al
Souk**
Syrian/
Canadian



Ian Shepherd
British



Briar Thompson
New Zealander



Steven Wang
Canadian



Fiona Smith
Australian



**Felipe Torres
Raposo**
Chilean



Javier Yap Endara
Panamanian



Lekha Sridhar
Indian



Emma Truswell
Australian



Mariama Sylla
Guinean



Levent Tuzun
Turkish



Joseph Thiel
American



Heather Walker
British

DPHIL IN PUBLIC POLICY

Our DPhil is a new degree programme that allows outstanding students to complete an academically rigorous and sustained piece of deep research in public policy.

BACKGROUND

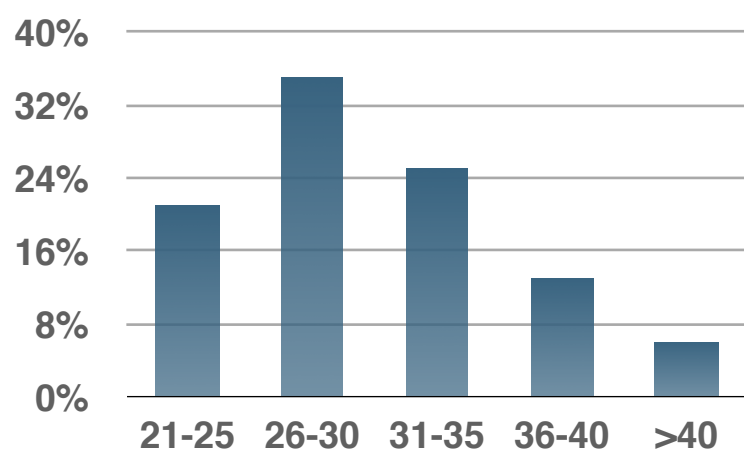
The doctoral programme is a three-year full time research degree that is rooted in and relevant to current policy challenges. Through its emphasis on the mastery of public policy analysis, the programme provides robust training for understanding particular policy problems and for evaluating, devising or implementing policy solutions.

Students will benefit from opportunities to participate in various components of the MPP and to connect with MPP students through seminars and social events.

Those awarded the degree will be expertly qualified to advise or be part of governments or other influential policy-making organizations.

FACTS AND FIGURES

Application student age



UPDATE

Applications for the DPhil in Public Policy opened in September 2013 and will close this August. So far, we have received 83 applications and had all five of our offers for a place accepted.

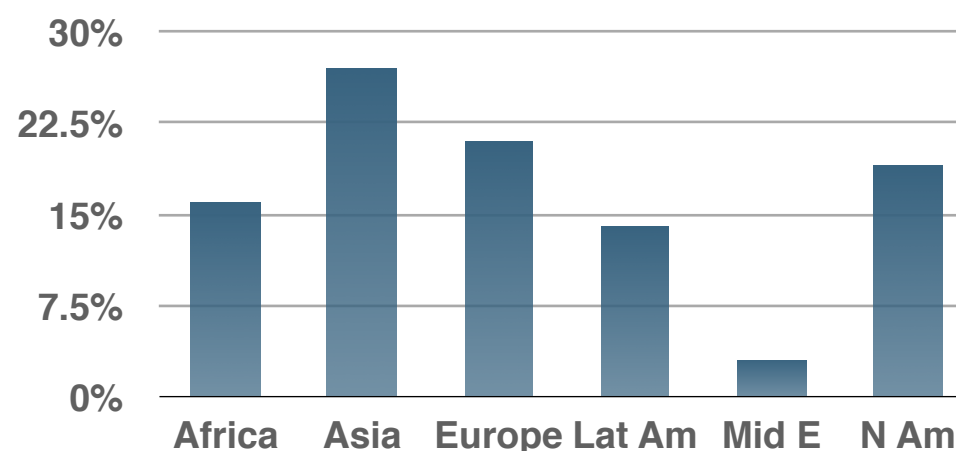
The five successful candidates come from five different regions of the world: North America, Latin America, Middle East, Europe and Asia. They will be studying a range of public policy challenges, including: the costs of war, natural resource management, digital governance, citizen trust, and global financial regulation.

DPhil fee
£17,095
per year for 3 years
(2014 entry)

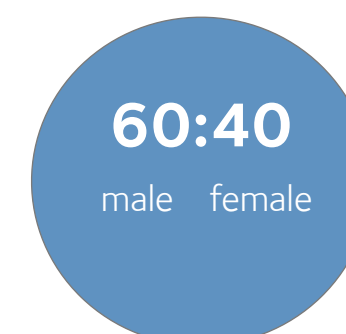
Two DPhil students have been awarded the highly prestigious and competitive Clarendon Scholarships (awarded to academically excellent students with the best proven and future potential).



Application region distribution



Application gender distribution



SHORT COURSES

Short courses provide intensive, tailored education in specific public policy challenges for senior practitioners from targeted regions or sectors.

BACKGROUND

The School is committed to providing exceptional education to senior public policy leaders. We aim to achieve this by delivering a range of short courses specifically designed to help professionals working 'at the coalface' of addressing policy challenges.

The courses are planned as intensive, residential sessions held in Oxford and led by members of the School's faculty, often in collaboration with external experts and partners. To offer the best of the Oxford experience, the formal programme is usually supplemented with informal events. A core aim is to encourage participants to connect with and learn from each other, as well as to help cultivate a network of peer support for their future policy work.



UPDATE



The School's first short course was organised in collaboration with the Revenue Watch Institute-Natural Resource Charter (now known as the Natural Resource Governance Institute) in September 2013. It attracted twenty participants from nine countries and received excellent feedback.

We are currently preparing to deliver our second short course in natural resource management for invited senior practitioners.

The School aims to continue to develop courses as a way to support senior practitioners. The courses will allow the School to connect with different partners; reach new audiences; enhance the BSG's reputation; and generate income for the School.



Research and faculty

A summary of research activity, achievements and findings so far.



Mthuli Ncube and Paul Collier at the Challenges of Government conference

RESEARCH AND FACULTY

We aim to foster a world-renowned programme of academically excellent research that directly bears on the challenges facing governments around the world.

BACKGROUND

Since opening our doors to students in September 2012, we have been building a core Blavatnik School faculty, from post-doctoral researchers to full professors, across a range of disciplines. Our aim is to develop a rich portfolio of deep intellectual enquiry that promises to deliver practical solutions to complex challenges – both of the moment and for the long term. Our approach to all research is global, multidisciplinary, comparative and collaborative. Academics are also well supported in their commitment to translate and transmit research beyond academia to policy audiences, decision makers and the general public.

UPDATE

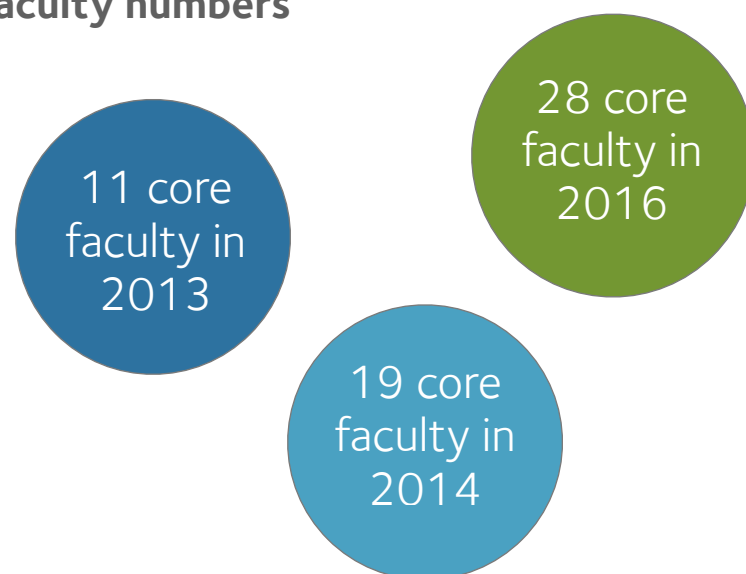
We now have 19 academics who are building a track record of publications and achievements in a variety of research areas. Our research has been influential in key government debates (for example Paul Collier's work on the G20 agenda), and informed the development of policy memos and events (such as a conference convened by Clare Leaver on improving education outcomes).

Some examples of work that is leading to direct, effective and positive action in public policy include:

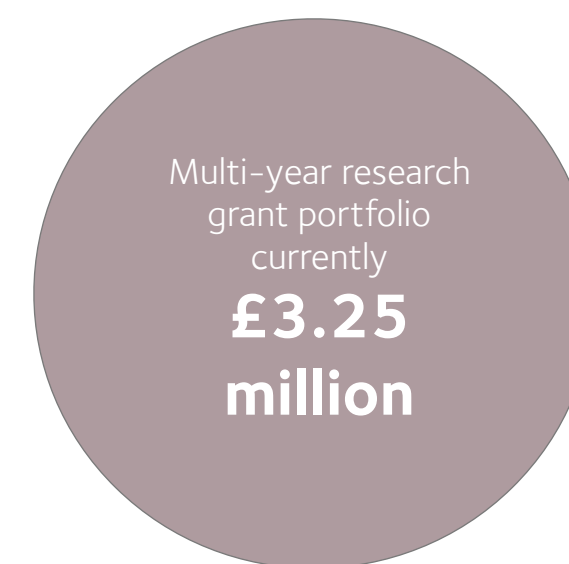
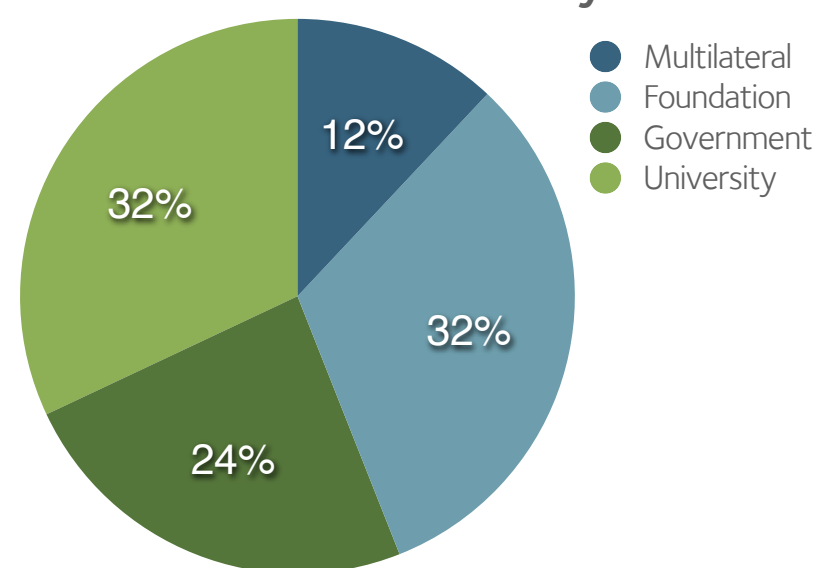
- Informing African governments on the management of their natural resources
- Working with the UK government to improve the design and delivery of income assistance programmes
- Helping the Ugandan Ministry of Education to develop better teacher incentives
- Providing practical, evidence-based guides for trade negotiators and practitioners to improve their knowledge and skills

FACTS AND FIGURES

Faculty numbers

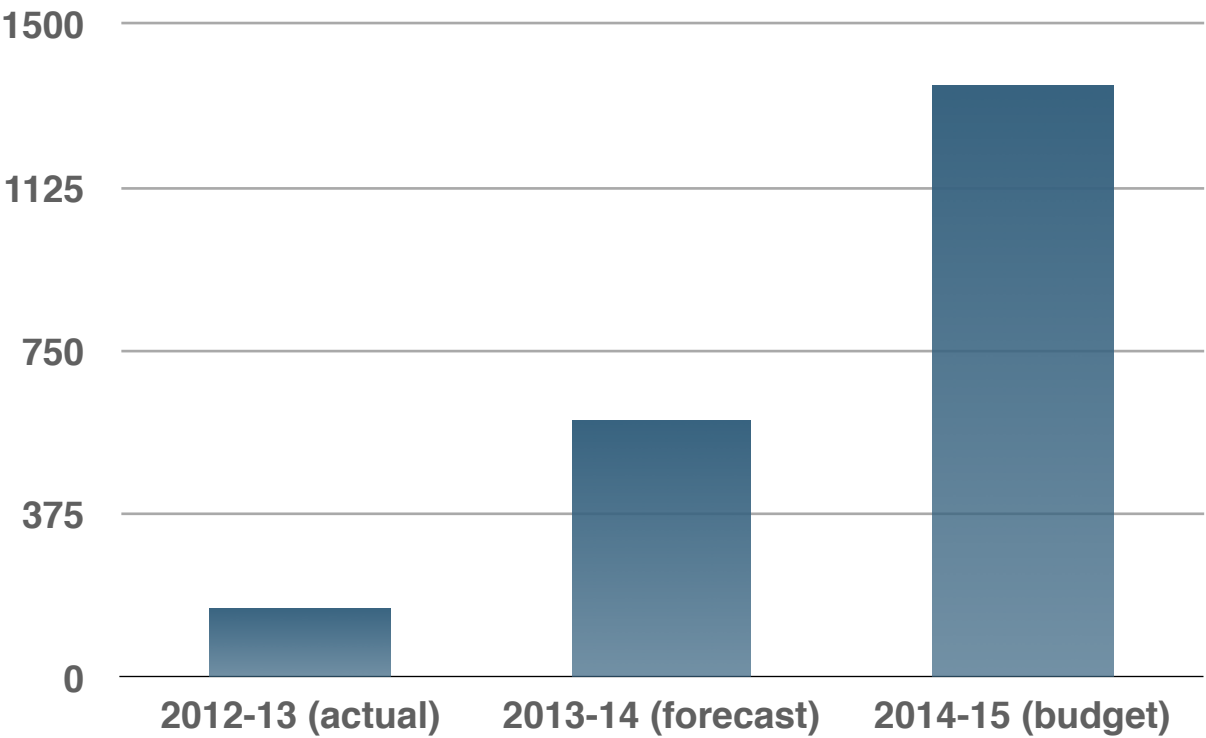


Research income 2013-2014 by source



Support for core research is growing as the faculty expands

Grants income by year (£000s)



Ngaire Woods
Dean of the School and
Professor of Global
Economic Governance



Peter Kemp
Vice-Dean for Academic
Affairs and Professor of
Public Policy



Atif Ansar
Departmental Lecturer
in Public Policy and
Management



Ivan Arreguín Toft
Departmental Lecturer



Eric Beinhocker
Senior Research Fellow,
Executive Director of
the Institute for New
Economic Thinking



Y-Ling Chi
Research Assistant



Osea Giuntella
Postdoctoral
Research Fellow



Julien Labonne
Postdoctoral
Research Fellow



Tom Simpson
Associate Professor
of Philosophy and
Public Policy



Paul Collier
Professor of
Economics and
Public Policy



Reem Hafez
Research
Assistant



Clare Leaver
Associate Professor
of Economics and
Public Policy



Monica Duffy Toft
Professor of
Government and
Public Policy



Anne Davies
Professor of Law
and Public Policy



Thomas Hale
Postdoctoral
Research Fellow



**Richard
Manning**
Senior Research
Fellow



Maya Tudor
Associate Professor
of Government and
Public Policy



Thomas Elston
Postdoctoral
Research Fellow



Wei Han
Researcher



David Miller
Professor of
Political Theory



Winnie Yip
Professor of Health
Policy and
Economics



Eduardo Fé
Researcher



Noel Johnston
Postdoctoral
Research Fellow



**Lorenzo
Rotunno**
Postdoctoral
Research Fellow



Engage

Insights into how we convene, connect and engage with external audiences to enhance the work of BSG.



MPP student Mir Javid and Ranjita Rajan taking part in a roundtable discussion with George Werner, the Head of Liberia's Civil Service Agency and Presidential Cabinet member.

ENGAGE

Our aim is to build strong global networks of individuals and organisations that are engaged with the BSG mission and will help generate solutions to public policy challenges.

BACKGROUND

We are working to create an outstanding school that is a place of learning, research and interaction to advance knowledge and build positive impact in addressing policy challenges.

The BSG aim is bold: to improve the quality of government and public policy making worldwide, so that people live more fulfilled and secure lives. Recognizing that such a task cannot be done alone, we are committed to taking a collaborative, multidisciplinary and cross-sectoral approach to everything we do. To foster engagement we run a dynamic programme of activities and produce a wide range of outputs that both draw on and feed into our academic research and teaching programmes.

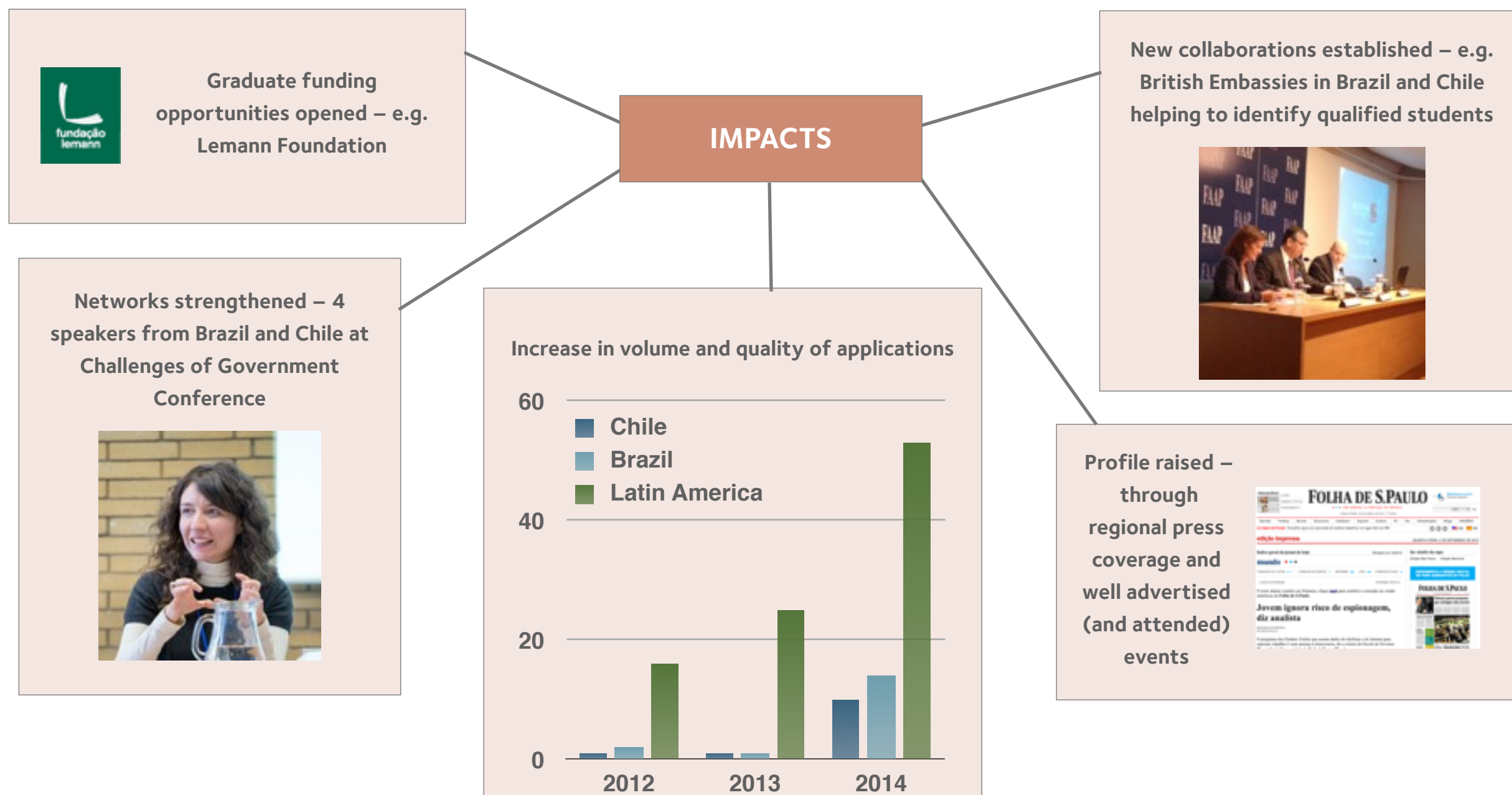
UPDATE

We engage with partners, stakeholders, specialist audiences and the general public through:



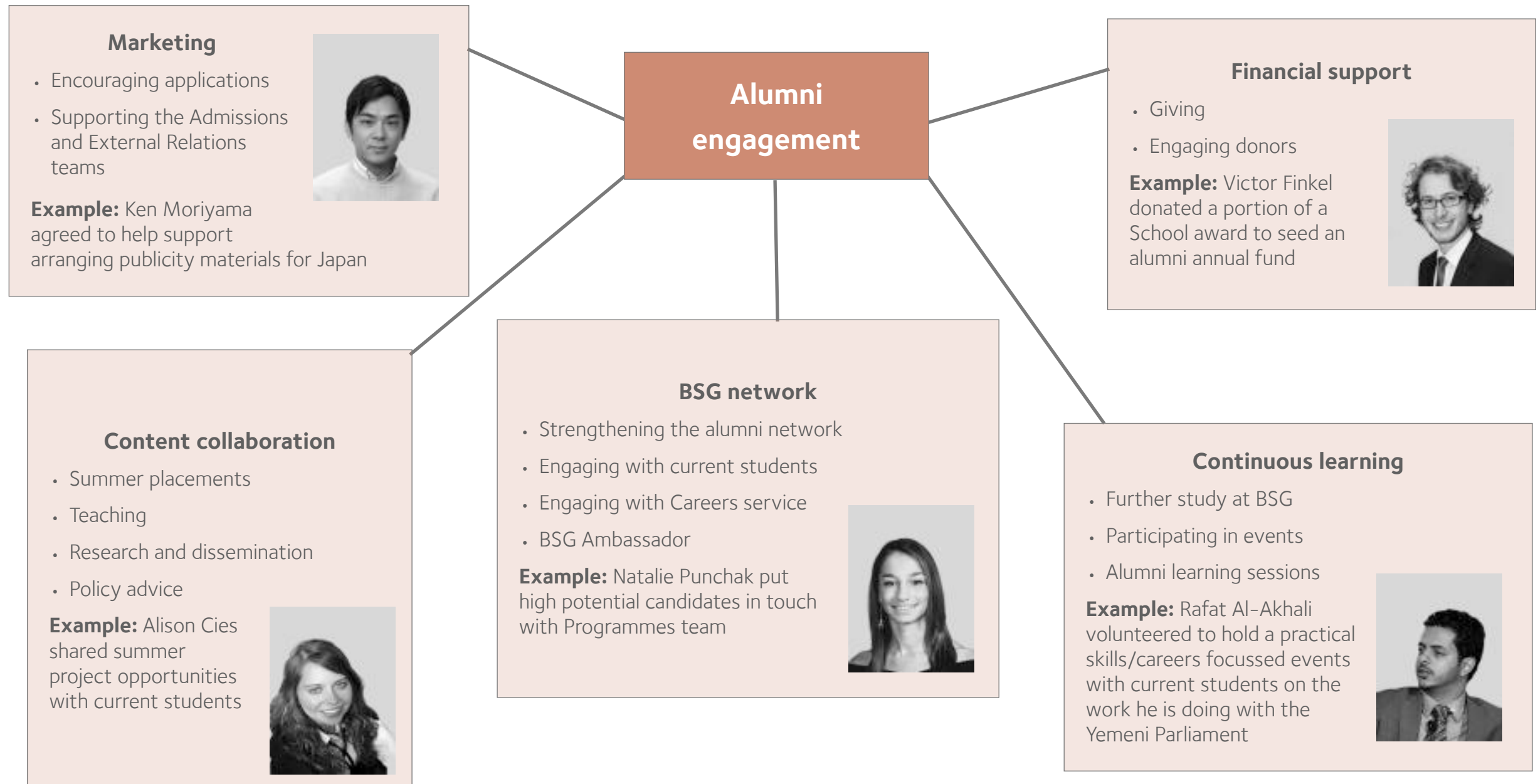
INTERNATIONAL ENGAGEMENT CASE STUDY: BRAZIL AND CHILE TRIP

In August 2013, the Dean and Head of the Dean's Office visited Brazil and Chile, with a view to improving the School's engagement with those countries, and with Latin America more broadly. With the advice and support of Board members from the region, the programme was crafted to fulfill a range of relationship-building objectives and included engagement with a wide variety of academic institutions, foundations, NGOs and government agencies.



ALUMNI ENGAGEMENT

We are building a vibrant and engaged alumni community of former students who can connect with each other across programmes and cohorts, and can contribute to the School's mission long into the future.



EVENTS AND IMPACT

As part of our impact, outreach and engagement efforts, our events bring renowned experts to connect with our students and faculty, and provide exciting opportunities to discuss and disseminate knowledge to wider audiences.

The School has hosted over 75 external speakers during the academic year 2013–2014, including a current Head of State, a Vice-President, Government Ministers, the School's Distinguished Practitioners, Visiting Professors and other supporters of the School.

3,100

Estimated number of attendees at BSG events over last 12 months

EVENT HIGHLIGHTS

Conversations with the Dean – On the second day of the 2013 MPP programme the students were given the opportunity to listen to two “Conversations with the Dean” by our benefactor **Len Blavatnik**, and one of our Distinguished Practitioners, **Minister Trevor Manuel**. We have also been delighted to welcome **George Soros** to the School to speak with the students during the Michaelmas Term.

In October we co-hosted a **special lecture** with the Global Economic Governance Programme, given by **Vice-President of Indonesia. H.E. Boediono** addressed a packed room in Examination Schools on ‘Transforming Indonesia; The Challenges of Good Governance & Economic Development’.

Many of our inaugural cohort returned to Oxford in November to graduate. The School held a **Graduation Evening** which saw 56 alumni, family and friends join the School's faculty and staff at an awards ceremony followed by a drinks reception.



On 10 March 2014, the BBC came to the School to record a special Radio 4 live interview with **Professor Eldar Shafir**, Professor of Psychology and Public Affairs at Princeton University, and co-author of 'Scarcity: Why Having Too Little Means So Much'. The event which was recorded in our lecture theatre and broadcast as part of the **BBC Analysis** Series of Programmes.

Dean's Forums – The Forums are a recent addition to the School's calendar and are closed events for the MPP students. They provide the students with an opportunity to have a highly interactive session with leading practitioners. To date, we have had the pleasure of hosting: **Kofi Adepog-Boateng, Eric Braverman, Helen Clark, H.E Amr Al Dabbagh, Maria Ramos, Professor Joseph Stiglitz, Professor Yuli Tamir, and Tom Tierney**. The students have also hosted a guest speakers programme.

In May 2014 the School co-hosted an event with the World Economic Forum entitled 'The Future of Government'. Panellists, **Professor Joseph Nye, Dr Espen Eide and Professor Helen Margetts**, discussed *How Technology is transforming the future of Government*. The session was moderated by the Dean.



PUBLIC LECTURES AND EVENTS CASE STUDY: CHALLENGES OF GOVERNMENT CONFERENCE

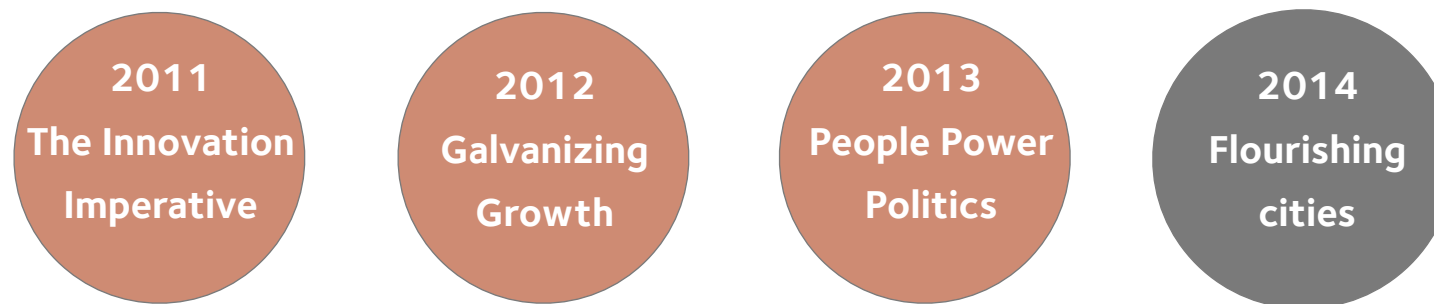
The Challenges of Government Conference was established in 2011 and has become an annual flagship event for the School. The event brings together a global, multidisciplinary and cross-sectoral audience for intellectual exchange and knowledge sharing. It creates a unique opportunity to showcase cutting-edge thinking and learn about innovative practice in government and public policy around the world.

The conference is held in partnership with a number of organisations, who support running costs and contribute to the intellectual programme and wider impact.

Previous Challenges of Government Conference supporters:

- Financial Times
- McKinsey & Company
- The African Development Bank Group
- The Brazilian Development Bank
- The Ford Foundation
- The Louis Dreyfus Foundation
- The McKinsey Center for Government
- The World Bank

Each conference has had an overall theme:



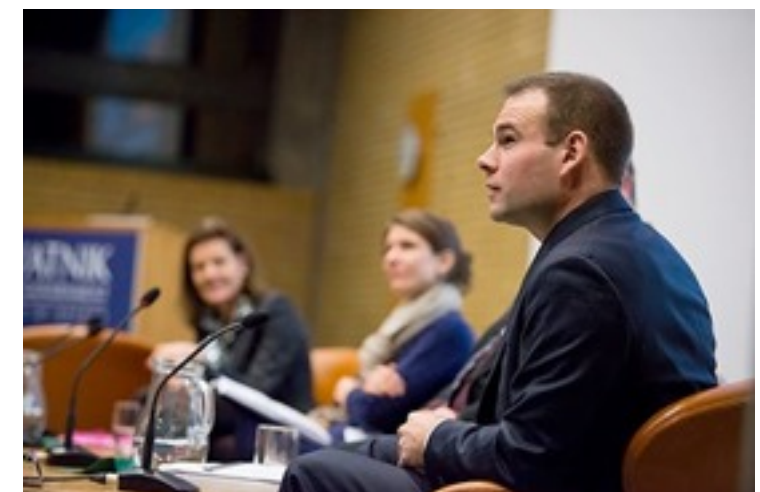
ABOUT PEOPLE POWER POLITICS

Our most recent Challenges of Government Conference was held in December 2013. It was developed to explore the rising phenomenon of people power and the new explosion of democratic accountability that has been seen around the world, with popular protests seen during the past two years on Wall Street and Tahrir Square, in Moscow, Rome, Tunis, Beijing, Delhi, Istanbul and elsewhere.

Sessions explored big concepts, such as service delivery, government strategies and the future of leadership in a people-powered society. There were also 'deep-dive' sessions in which participants could share expertise and debate the implications for such issues as education, health, technology, sustainability and youth activism.

The Conference attracted over 240 people from academia, business, government and civil society. It has become a landmark annual event for the School, and provides an excellent opportunity to showcase brilliant ideas and exciting initiatives that aim to address some of the toughest challenges facing governments today.

Details of past and future conferences can be found on our website at: www.bsg.ox.ac.uk/cogc



PRESS MENTIONS

BSG research findings and expert opinions have been featured in the national and international press over the past year, giving greater exposure to our academic insights, as well as the Blavatnik School name.

A selection of recent examples includes:

In the Balance: People Power BBC World Service (broadcast worldwide) – Saturday, 14 December, 2013
A radio programme recorded at the Blavatnik School's Challenges of Government Conference discusses people, power and economics.

Interview with Maya Tudor The Indian Express (India) – Saturday, 4 January, 2014

Maya Tudor is interviewed about her book, 'The Promise of Power,' which investigates the origins of India and Pakistan's regime divergence in the aftermath of independence.

Natural and unnatural experiments: A causal fetish The Economist (published worldwide) – Friday, 17 January, 2014
A blog on the notion of "causal fetishism" mentions a recent paper by Osea Giuntella.

Killer robot drones are like drugs: regulate, but resist the urge to ban them The Conversation (UK website with worldwide reach) – Thursday, 13 February, 2014
Tom Simpson writes an opinion piece on the ethics and impacts of "killer drones" for the news and commentary website produced by academics and journalists.



Globalizing the Fed Project Syndicate (also appeared in publications in 10 languages and in the countries of Madagascar, Morocco, Nigeria, Somalia, South Africa, Hong Kong, Czech Republic, Ukraine and Brazil) – Tuesday, 25 February, 2014

In a syndicated opinion piece, Ngaire Woods and Geoffrey Gertz (Global Economic Governance Programme) argue that the US Federal Reserve should take heed of troubles in emerging markets.

Study examines effects of pay-for-performance-reimbursing health care in China's Ningxia Province News Medical (international website) – Tuesday, 4 March, 2014

The results of a study by Winnie Yip show how to improve antibiotic prescribing practice.

Ending the flood of megadams Wall Street Journal (USA) – Wednesday, 19 March, 2014

An opinion piece written by Atif Ansar and Bent Flyvberg (Saïd Business School) explains the results of their research about the costs of megadam projects.

Why We Fight (Over Land) Slate Magazine (USA) – Friday, 28 March, 2014
Monica Toft is quoted as she explains insights into her latest research on territorial conflict.

Beware the global impact of a Scottish resource grab Financial Times (UK) – Thursday, 24 April, 2014

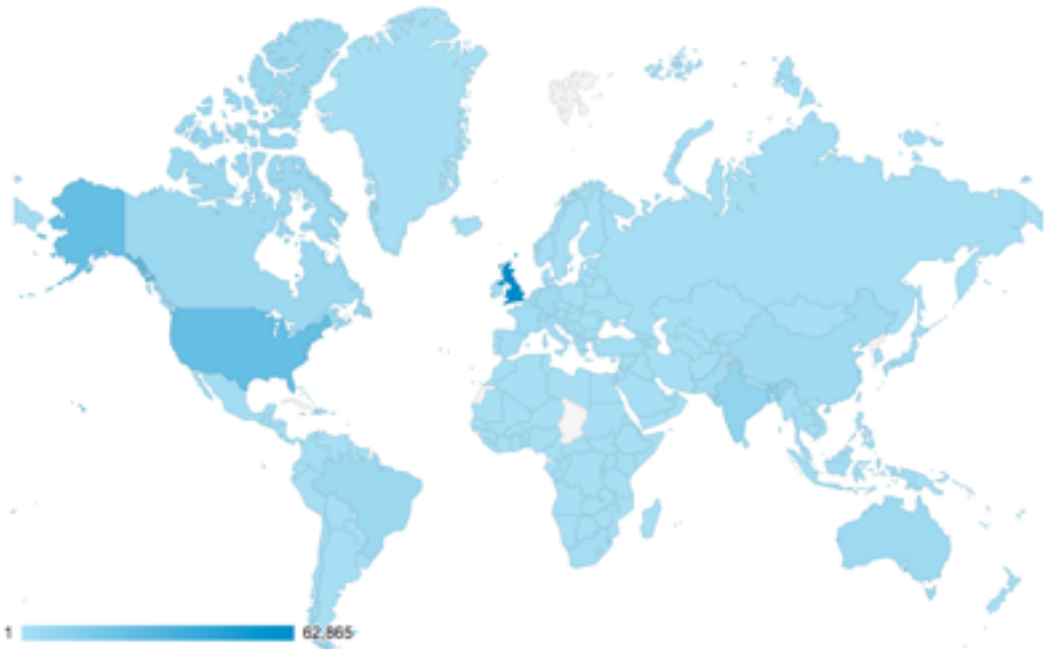
Paul Collier writes an opinion piece in which he warns that a parochial attitude to Scotland's natural resources will fuel inequality and raise the risk of conflict.



WEBSITE AND SOCIAL MEDIA

Our website and social media help provide a global window to BSG. We aim to make our content as dynamic and informative as possible for a wide variety of audiences, from prospective students to potential partners and from current faculty to sector-specific policy influencers.

Website visitors regional distribution 2013-2014



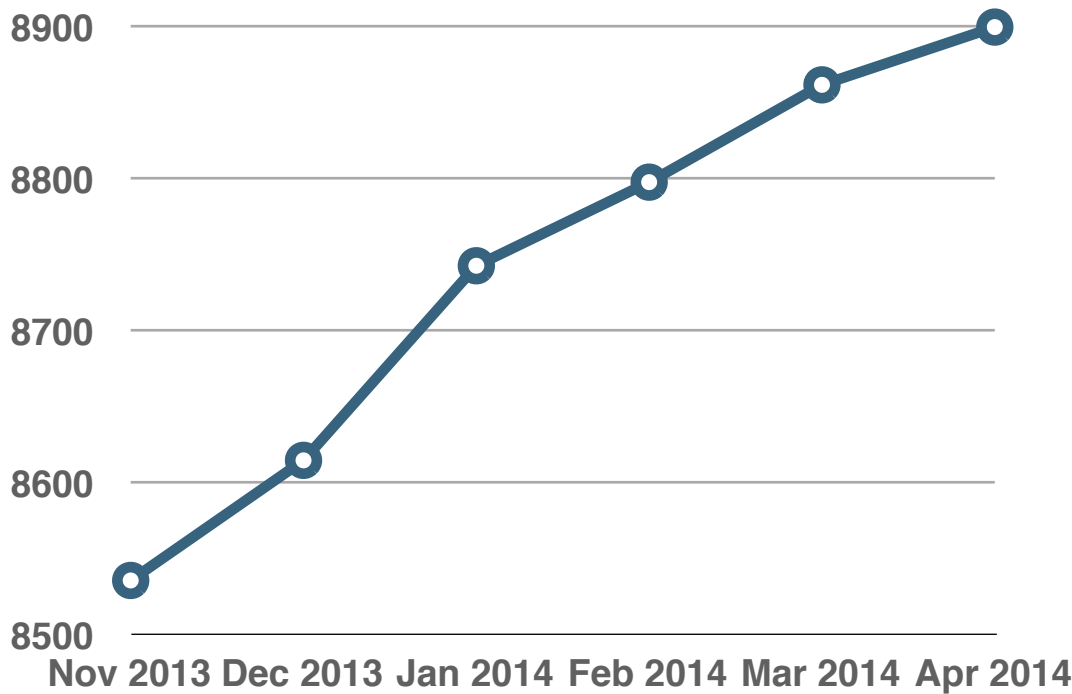
The School website relaunched in September 2013. Our statistics to date show a steady trend in growth of the number of followers and visitors to our site.

The website provides a valuable archive of information about our teaching programmes and life at BSG, as well as practical instructions for how to apply.

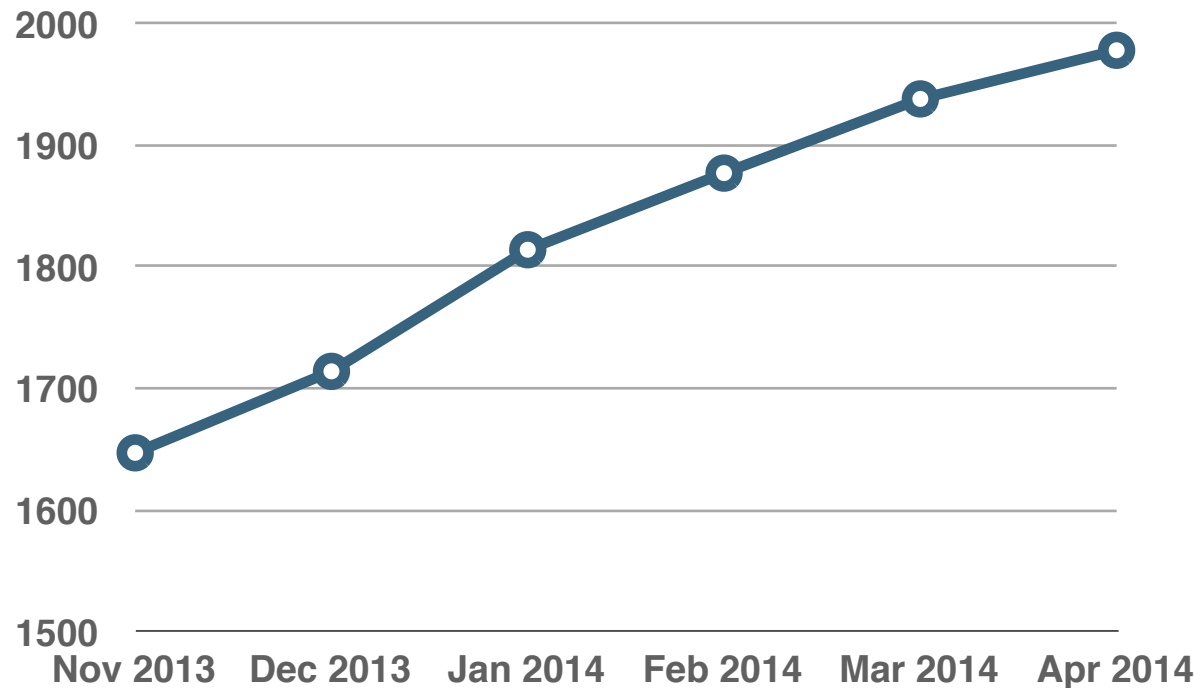
Academic content is also growing, as we publish more policy memos, project summaries and news articles about our research.

The BSG Blog is fast becoming a valuable resource of information and insights on current issues, latest research and BSG student life.

Facebook page likes



Twitter followers



Finance and fundraising



MPP student Levent Tuzun and classmates. Levent is a recipient of the Chevening-Louis Dreyfus-Weidenfeld Scholarship

FINANCE AND FUNDRAISING

Our financial strategy is founded on the two key principles of diversifying income sources for economic resilience and ensuring value for money at all levels of expenditure.

BACKGROUND

The Blavatnik School of Government was founded at the University of Oxford with a £75 million donation from Len Blavatnik. In the financial management of the School, our goal is to ensure long-term sustainability through building an endowment, attracting multi-year gifts and diversifying sources of income generation. We aim to ensure value for money in every aspect of our work and exercise vigilance on costs in all transactions.

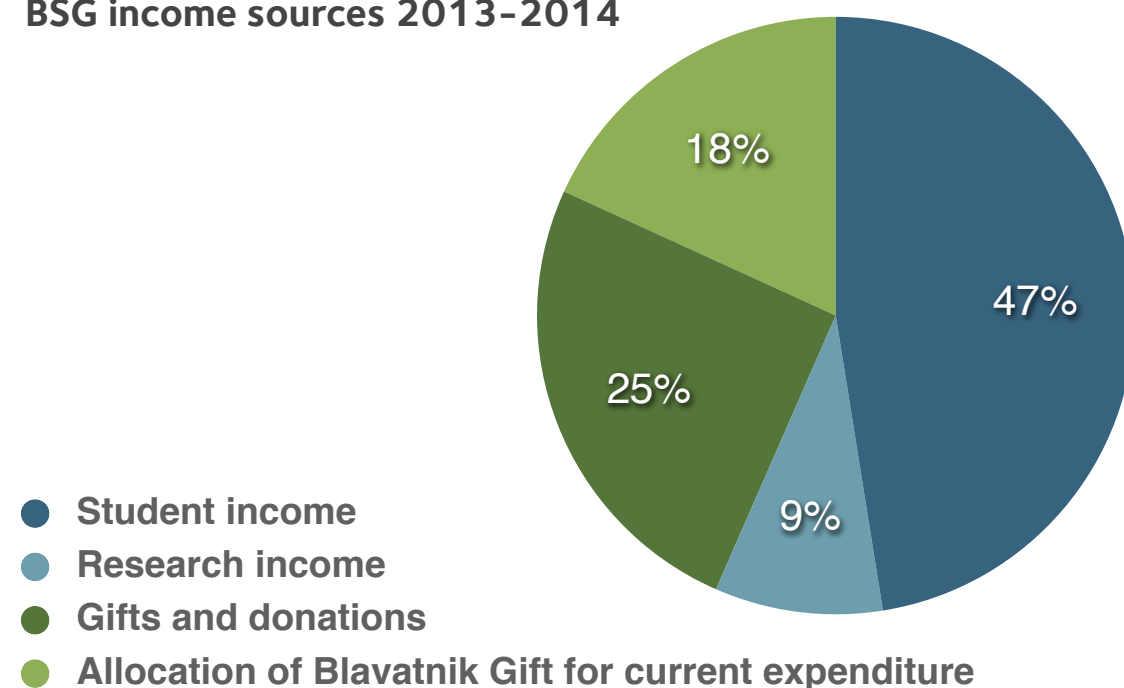
UPDATE

The Blavatnik Gift has been crucial to the School's development and we have worked to ensure its long-term preservation by reducing our dependency on the Gift as a main source of income for our operational costs. In 2011-2012, the Gift contributed to 96% of our operating budget; in 2013-2014, it comprised 18% of the budget.

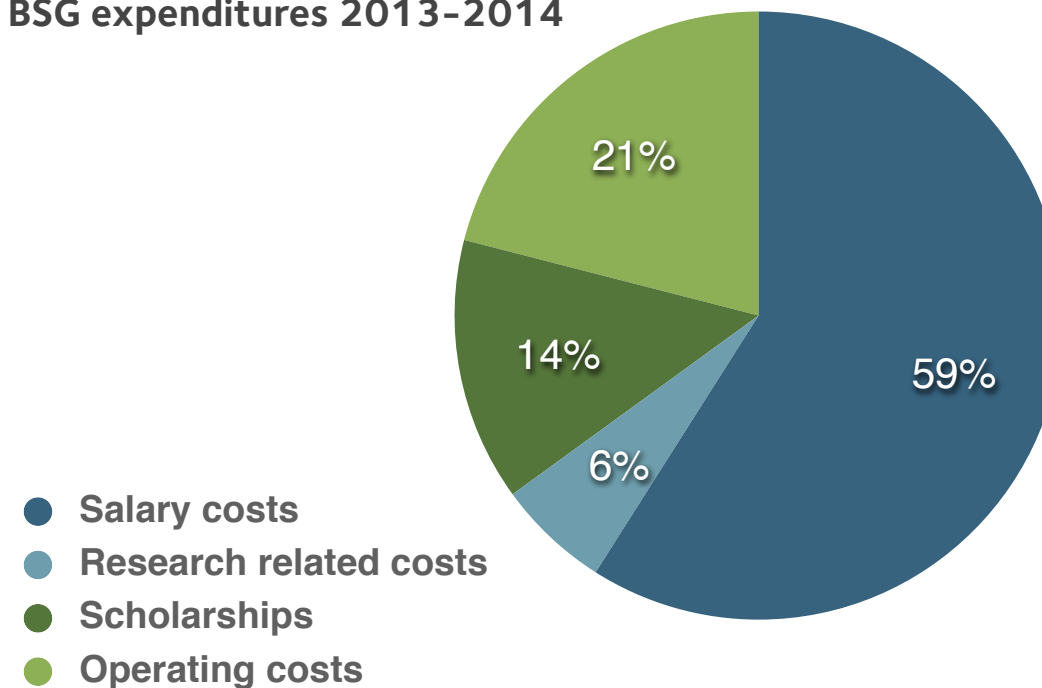
Over the past two years, we have started to generate more income from different sources, including programme and course fees, research grants, and other gifts and donations.

FACTS AND FIGURES

BSG income sources 2013-2014



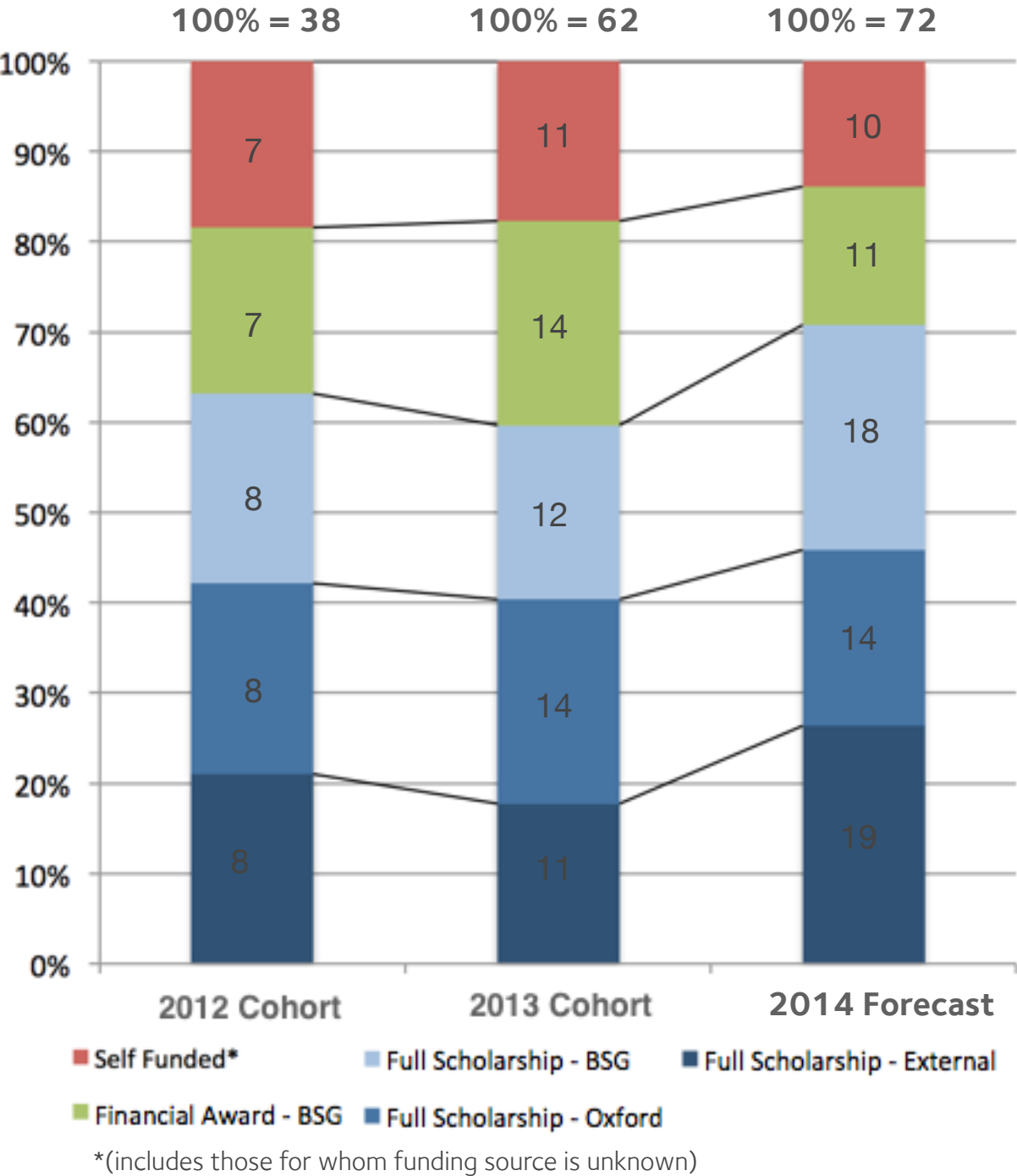
BSG expenditures 2013-2014



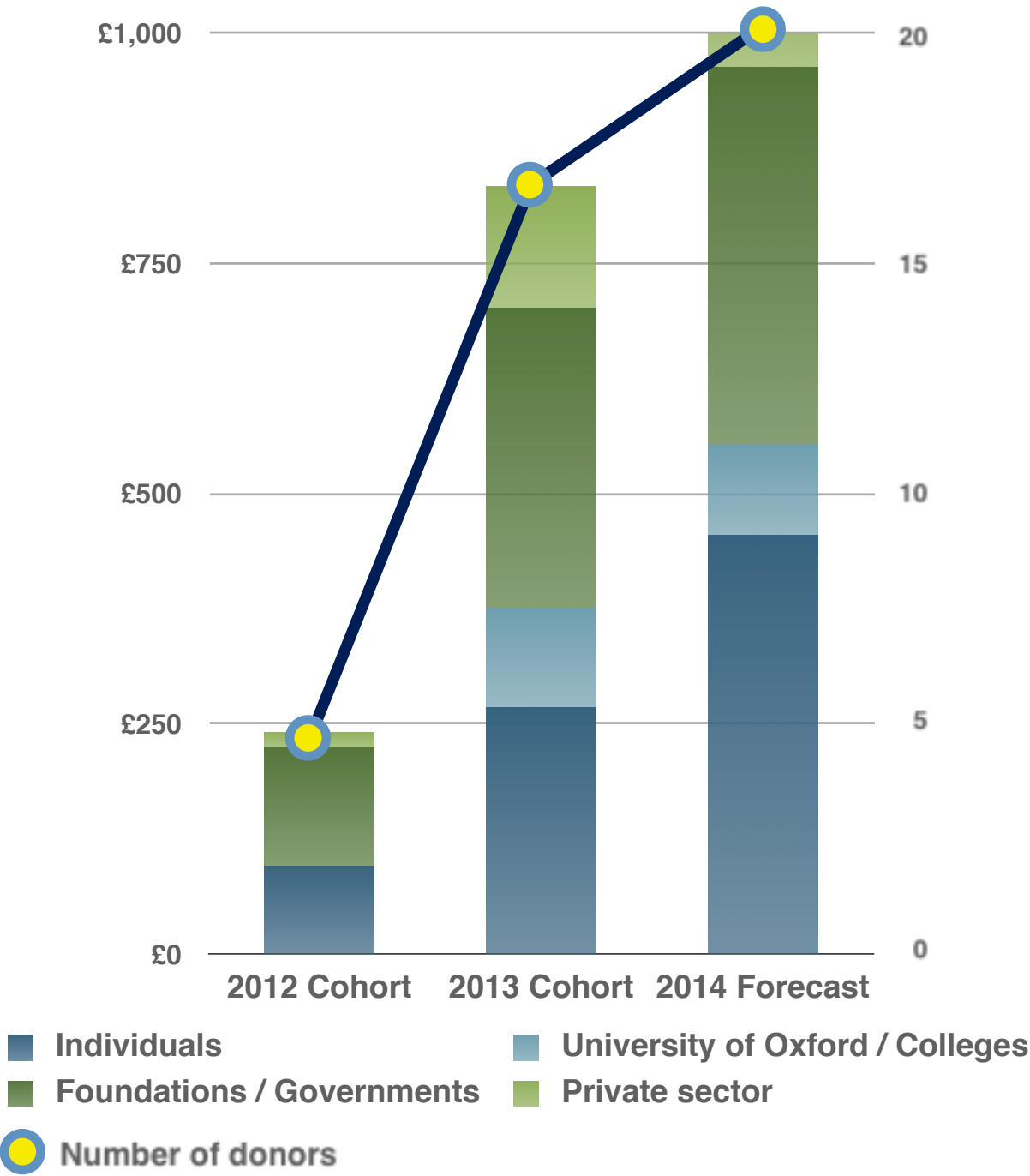
GRADUATE FUNDING

We are committed to ensuring that the financial commitment required to study at the School does not turn away the brightest and best applicants to our programmes. We are working hard, along with successful students themselves, to make sure that a wide variety of funding sources are accessible to our students so that they may attend regardless of their background or personal circumstances.

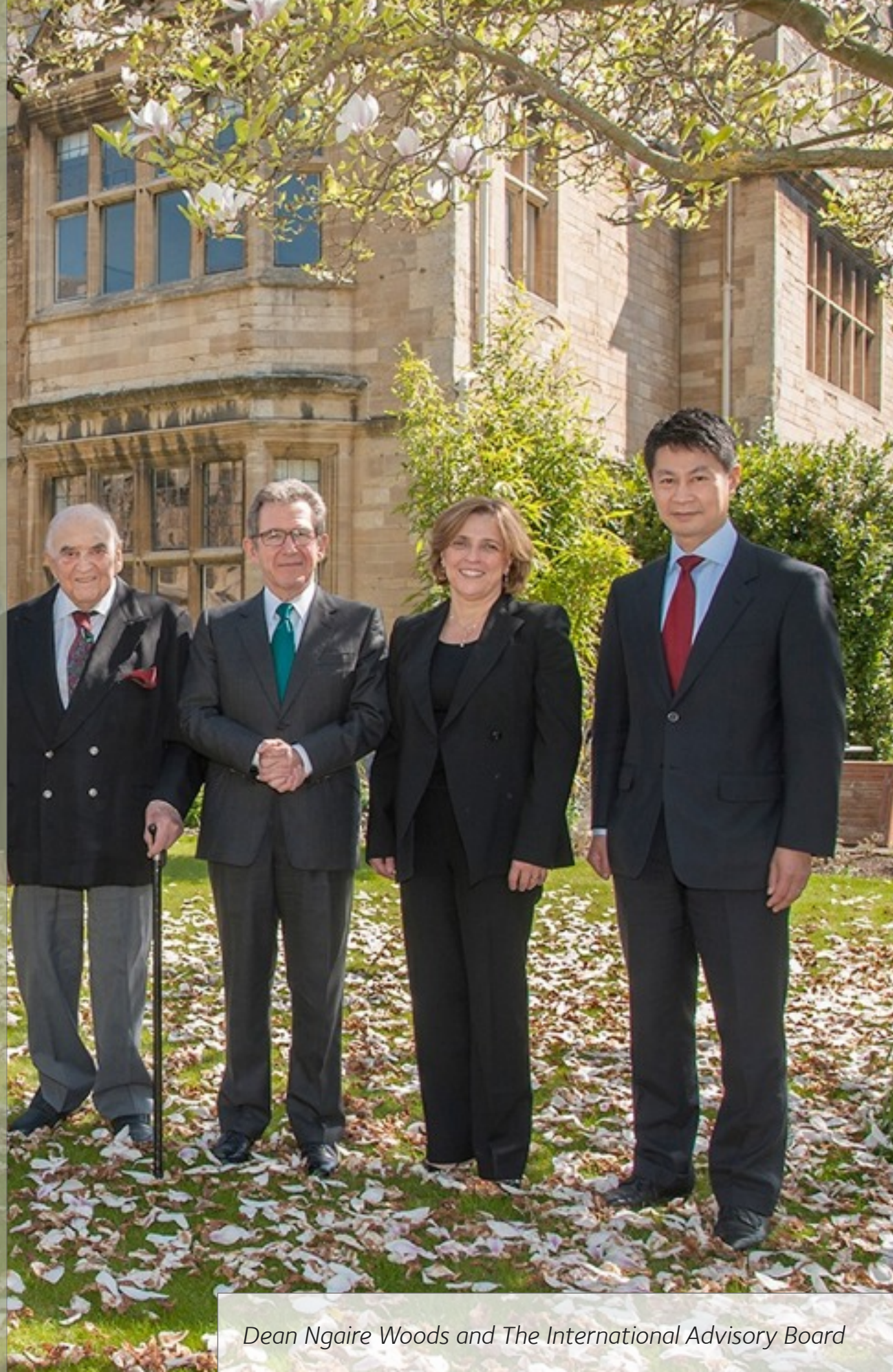
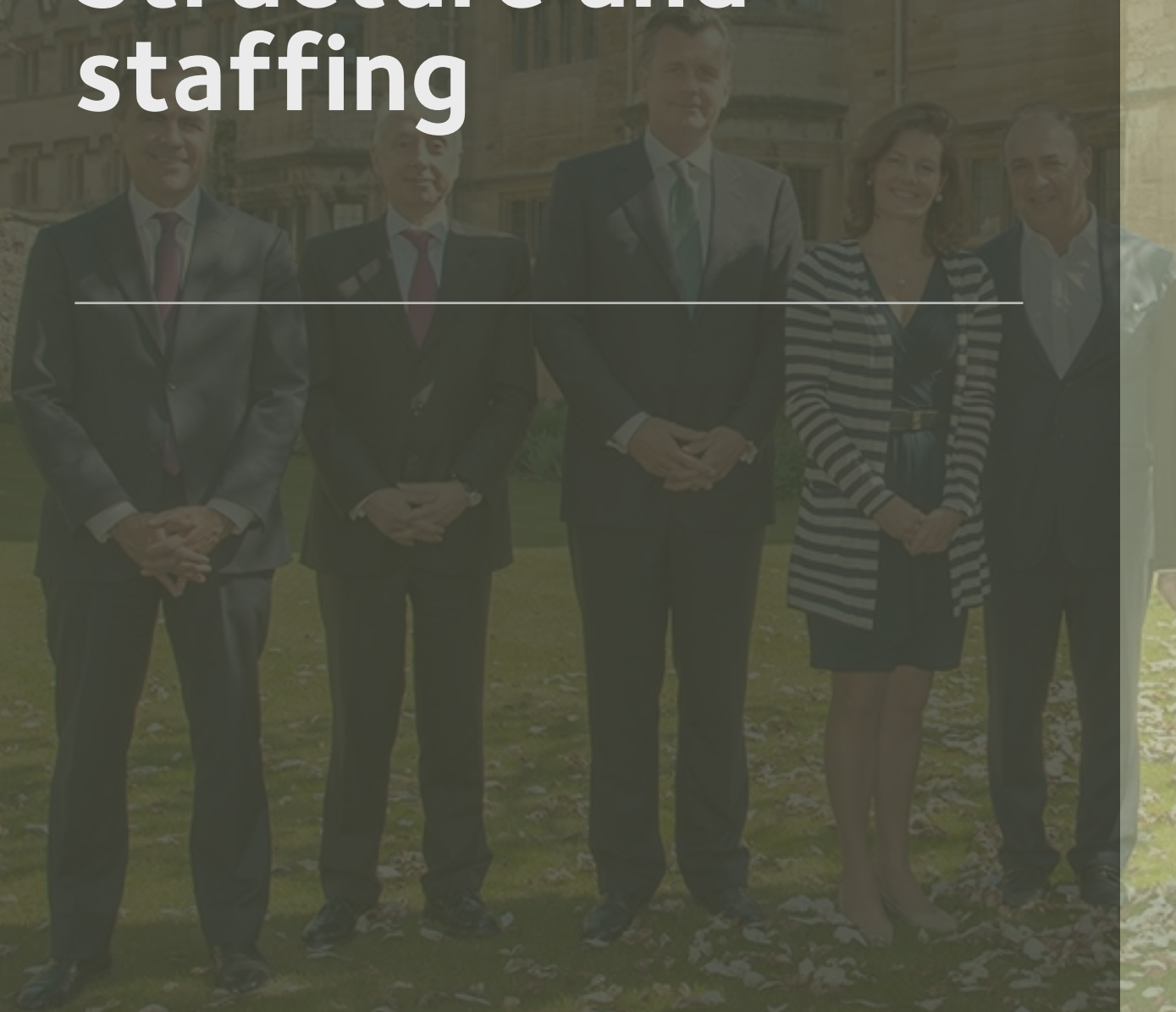
MPP Graduate funding



Amount (£000s) and number of donors



Structure and staffing



Dean Ngaire Woods and The International Advisory Board

STRUCTURE AND STAFFING

We aim to attract, recruit and develop outstanding staff and faculty who are committed to BSG's vision and who will contribute to achieving our goals.

BACKGROUND

The School's governance structure provides various mechanisms for advice, support and decision-making to deliver on our priorities.

The work of the School is carried out by the faculty, associated faculty and administrative staff. We also draw on visiting academic and practitioner expertise to supplement and enhance our teaching and research.

Together, we have created a strong community of individuals working to fulfill the School's vision.

UPDATE

Over the past year, our core staff and faculty numbers have expanded to deliver high quality teaching and an excellent overall student experience; to build a portfolio of academic research and achievement; and to provide the necessary support and added value to BSG teaching, research and engagement activities.

Academic recruitment has been underway recently to ensure that we have in-house teaching staff in post when we move into our new building in September 2015 and expect to have 120 MPP students on the course.

Total faculty and staff

(not including guest teaching)

2013-14: 46

2015-16: 64



Management Board

Responsibilities: Govern, manage and regulate the School's strategy, budgets and senior appointments

Members include: Dean, Heads of Divisions, Heads of Departments

International Advisory Board

Responsibilities: Advise the School's management on its future direction, the development of its global capabilities, and the expansion of its financial support

Membership: Globally renowned leaders from all parts of the world

Blavatnik School of Government

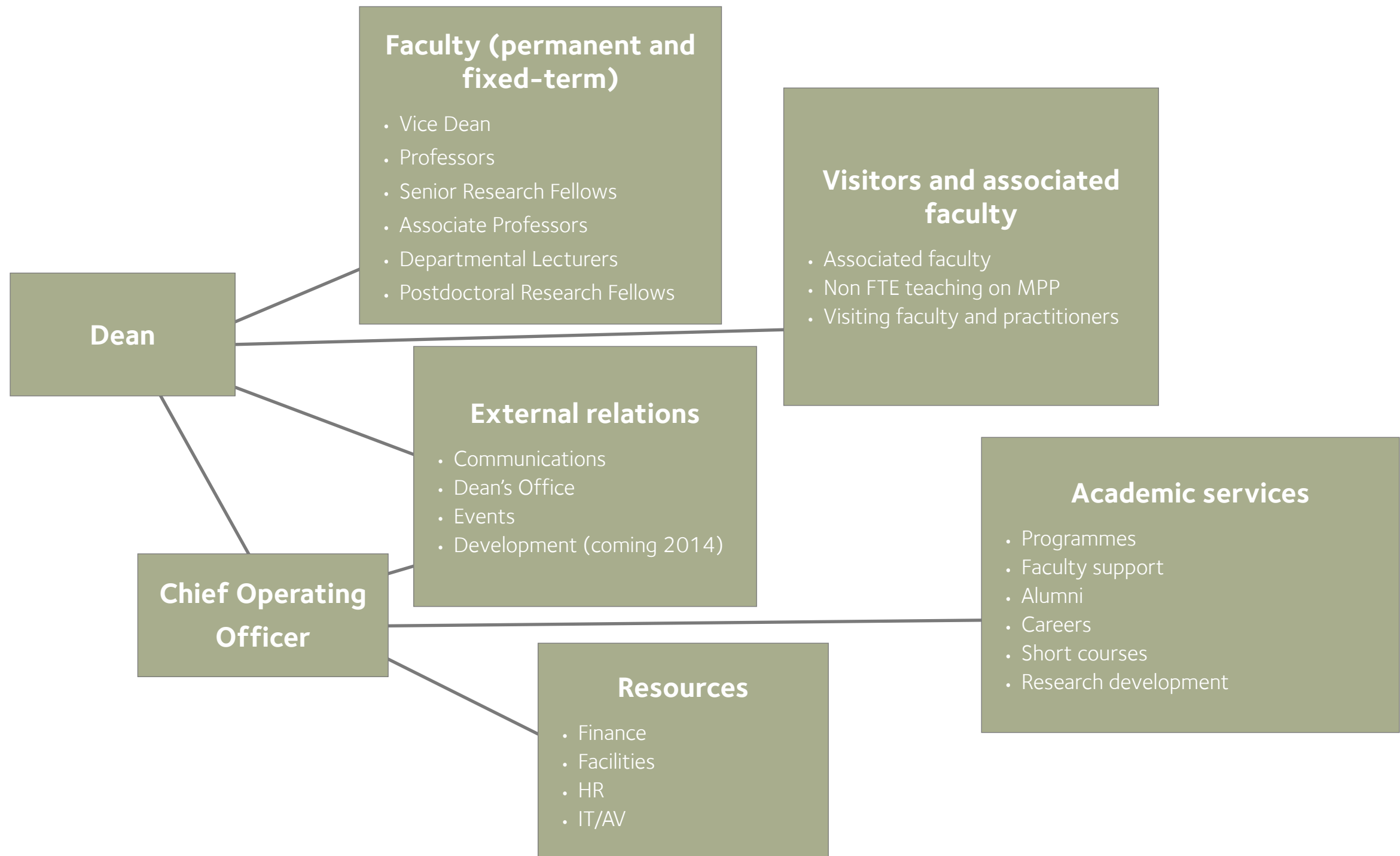
Academic Advisory Board

Responsibilities: Advise on all aspects of the School's curriculum, staffing, and academic life

Membership: Prominent leaders in other comparable institutions examining public policy

ORGANISATION CHART

The School staffing structure is designed to provide the necessary expertise, resources and support to deliver excellence in our core areas of teaching, research and engagement.



Building and facilities



Faculty and staff at the groundbreaking event in September 2013

BUILDING AND FACILITIES

We aim to provide excellent support, resources and facilities for faculty, staff, students and visitors to ensure every individual is enabled to work effectively and to the best of their ability.

BACKGROUND

A new, state-of-the-art building, designed by world-renowned architects Herzog & de Meuron, is under construction. The School is currently spread across three temporary and much smaller locations in Oxford.

The new building in the University Radcliffe Observatory Quarter will be completed by September 2015. It will allow the School to undertake a full range of activities on one site: accommodating faculty and staff, providing study areas and teaching spaces, and furnished with catering and state-of-the-art audio-visual facilities for conferences and events. It will be a vibrant space, filled with committed students, home to respected academics and attracting world-renowned visitors to teach and deliver public lectures.

UPDATE

We are just over one third of the way through the construction programme for the new building. Our goal is to complete the structure to full height by Christmas, and the exterior by March 2015. From then until the end of August, the focus will be on all the internal works and equipping the building, ready for our move in September.

We have been running consultation workshops with faculty, staff and students to inform the development of the internal spaces and offices, as well as help decide what kind of catering facilities, IT and AV equipment will be required.

We have initiated a community engagement programme to connect with local residents by publishing informative newsletters, attending community meetings and producing display hoardings along the building site that introduce BSG and describe its links to the historic site.

The building is expected to accommodate as many as 550 users per day, with enough space and facilities to hold significant on-site conferences for up to 240 participants.

£55m
gross budget





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www.bsg.ox.ac.uk