



THE SCHOOL  
OF PUBLIC POLICY  
Canada's Leading Policy School

# Master of Public Policy

STUDENT HANDBOOK  
2017 / 2018





Our mission is  
to get public policy right  
in this country.

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# Welcome Message from Pierre-Gerlier Forest, *Director and James S. and Barbara A. Palmer Chair*

**Dear Master of Public Policy Class of 2017 – 2018,**



On behalf of the faculty, staff and alumni of The School of Public Policy, please accept my congratulations for having chosen the Master of Public Policy program. Not only are you in a program that has been proven successful at launching careers, but you are getting an education that will make you personally impactful in your community and country.

In addition to the bedrock skills that you will acquire in the programs – like legal analysis, economic and statistical analysis and regulatory affairs, our goal is to help you develop a combination of technical expertise and practical judgement that will give you what I have called the “policy mind”. It is not a cliché to say that the world is becoming more complex. In fact, globalization and digital communications means that interactions that both affect public policy and are affected by it are increasing exponentially. Those who have the policy mind will be very well placed to assist government, business and academia adapt to those changes, manage those interactions, and propose solutions grounded in evidence.

My door is open. If I can assist you in any way I would be pleased to do so. The Master of Public Policy is a unique program with remarkable instructors. Take advantage of them. And connect with each other. The networks you build today are networks of future leaders – those will prove invaluable.

Again, welcome. You are the future of public policy.

**Prof. Pierre Gerlier Forest**

*Director and James S. and Barbara A. Palmer Chair for The School of Public Policy*

# Welcome Message from Robert Mansell,

## *Academic Director*

**Dear Students,**



It is with great excitement and pleasure that I welcome you to the Master of Public Policy program in The School of Public Policy.

We invested considerable resources to develop a first-class program focused on providing students with a valuable and exciting learning experience. We started, in 2008, with an extensive survey of students to determine what they wanted to get out of a Master of Public Policy program. We also asked employers in government and business what they wanted to see in graduates. What we heard was a desire for a professional degree program that stressed an interdisciplinary approach and the development of a broad range of applied skills: for effective communication, sound analysis based on empirical evidence, identification of trade-offs, assessment of cost effectiveness and political feasibility, and innovative and reliable recommendations with respect to important questions of public policy.

We have built the MPP program to incorporate all of these elements. You will benefit from exceptional instructors, access to many learning resources and special lectures, and one-on-one interactions with numerous policy leaders and practitioners from government, business and non-government organizations. And, the capstone project will allow you to put into practice all of your acquired skills, making you stand out to employers and others important in your career development.

We are committed to making the MPP as valuable an experience as possible for you. Learning truly is a two-way street. Therefore, please do not hesitate to come speak with me if you have concerns as you progress through the program, or if you would like to offer suggestions for improvement.

Again, welcome to The School of Public Policy and the Master of Public Policy program.

Sincerely,

**Robert Mansell**  
*Academic Director*



# School Personnel

## Executive

### **Pierre-Gerlier Forest, Director and James S. and Barbara A. Palmer Chair**

Dr. Forest (PhD, Université de Montreal) is the Director of The School of Public Policy and James S. and Barbara A. Palmer Chair in public policy at the University of Calgary. PG Forest also holds an appointment as Professor of Community Health Science in the Cumming School of Medicine.

Prior to joining The School of Public Policy in 2016, PG Forest was Director of the Institute for Health and Social Policy at Johns Hopkins University and a Professor with the Bloomberg School of Public Health. From 2006 to 2013, he was president of the Pierre Elliott Trudeau Foundation, following an appointment as G.D.W. Cameron Chair and Chief Scientist with Health Canada, the federal department of health. In 2001, he had joined the Commission on the Future of Health Care in Canada as Director of Research, responsible for the evidence produced and used by the Commission.

Dr. Forest spent the first part of his academic career at Université Laval, in Quebec City, where he was Professor of policy analysis and public administration with the department of political science (1990-2007). He is the author of more than a hundred and fifty scientific papers and books; among others, notably: *Changing Health Care in Canada* (Toronto, 2004) and *Paradigm Freeze* (Toronto, 2013).

### Robert Mansell, Academic Director

Dr. Mansell (PhD, University of Alberta), Professor of Economics, served as Head of the Department of Economics and Dean of the Faculty of Graduate Studies and Associate Provost from 1996-2005. In 2003 he was also appointed as Advisor to the President on Energy and Environment, and Managing Director of ISEEE. In January 2009 he was appointed as Academic Director of The School of Public Policy and he also served as Interim Director of The School from July 2015 to March 2016. He has authored over 100 studies on energy and regulatory issues as well as many other studies on regional economics. Examples include publications on traditional and incentive regulation; tolling alternatives for pipelines; the economic impacts of energy and related projects; fiscal transfers, policy and restructuring; changes and challenges in the Alberta economy. Dr. Mansell is qualified as an expert witness before many energy and utility regulatory bodies. In addition to serving on a large number of University of Calgary committees, councils and task forces, he has provided extensive service on a variety of external committees and boards. Examples include service on the Energy Strategy Advisory Committee for the Government of Alberta; as an advisor on the Mackenzie Gas Pipeline Project; on the Canadian Academy of Engineering Energy Pathways Taskforce; on the Council of Canadian Academies Study on Hydrates; and, on the Boards of Directors of the Alberta Chamber of Resources, the Alberta Energy Research Institute, Alberta Innovates-Energy and Environment Solutions, the Canadian Energy Research Institute, the Alberta Ingenuity Centre for In Situ Energy, the Van Horne Institute, and the Climate Change and Emissions Management Corporation.

### Bev Dahlby, Research Director and Scientific Director, Fiscal and Economic Policy

Bev Dahlby, Distinguished Fellow at The School of Public Policy, University of Calgary, attended St. Peter's College, the University of Saskatchewan, Queen's University and the London School of Economics. Dr. Dahlby has published extensively on tax policy and fiscal federalism. He has served as a policy advisor to the federal and provincial governments. His international experience includes advisory work on tax reform for the IMF in Malawi, for the Thailand Development Research Institute, and for the World Bank in Brazil and Mexico. He was a member of the Jenkins Panel on federal support to research and development, a Research Fellow at the C.D. Howe Institute, and currently serves on Canada's Ecofiscal Commission

### Hussein Warsame, Director, Master of Public Policy Program (MPP)

Dr. Warsame (PhD, University of Calgary) is an associate professor of taxation and accounting at the University of Calgary, and the CPA Faculty Fellow of Taxation at the Haskayne School of Business, University of Calgary. Prior to becoming the MPP Director, he served as the Chair of the Accounting and Business Technology Management areas at the Haskayne School of Business. Dr. Warsame's research and teaching interests are in taxation and financial accounting. Prizes won by his research include: The Distinguished Research Award, from *Academy of Accounting and Financial Studies*, and the Vernon K. Zimmerman Best Paper Award presented by the *Center for International Education and Research in Accounting*. He won teaching excellence prizes that include the Haskayne School of Business Undergraduate Society Teaching Award, Chartered Accountants Education Foundation Teaching Excellence Award, U of C Student Union Teaching Award (Honorable Mention), Dean's award for PhD support, and the Great Supervisor Award presented by the U of C Faculty of Graduate Studies and My Supervisor Skills. Dr. Warsame served as an Associate Editor of *Accounting Education - An International Journal* and is (was) in the editorial boards of other journals. He also served in the board of directors of several non-profit organizations. He consults with the United Nations and other interested parties on issues that relate to Somalia.

## Directors

### Eugene Beaulieu, Program Director, International Economics

Dr. Beaulieu (PhD, Columbia) is a Professor of Economics and is Program Director, International Economics at The School of Public Policy. He has worked as an economist for the Government of Kenya and the Bank of Canada. His research is empirical international economics, firm dynamics, labour markets and income inequality. In 2004, Dr. Beaulieu was the Norman Robertson Fellow at the International Trade Canada and he has served on the Executive Council of the Canadian Economics Association. Dr. Beaulieu is the founder of the Rocky Mountain Empirical Trade Conference, an annual conference in Banff that brings together leading experts on empirical international trade and is the founder of the Canadian International Trade Study Group (a network of trade economists). He volunteers in the non-profit sector as the Past-Board Chair of a large arts organization, and Co-Chair of the annual Hearts for Arts Gala in support of the arts and youth in Calgary.

### David Bercuson, Associate Director, International Policy and Trade

Dr. Bercuson (PhD, University of Toronto; FRSC) is Professor of History, Director of the Centre for Military, Security and Strategic Studies of the University of Calgary and a former Dean of the Faculty of Graduate Studies at the University. He was appointed to the Order of Canada in 2004 and received a Queen's Diamond Jubilee Medal in 2012. He has authored, co-authored or edited more than 35 books on Canadian history, with specialization in Canadian military history and Canadian defence and foreign policy. He was a member of the Advisory Council on National Security and the board of governors of the Royal Military College of Canada.

### Bev Dahlby, Research Director and Scientific Director, Fiscal and Economic Policy

Bev Dahlby, Distinguished Fellow at The School of Public Policy, University of Calgary, attended St. Peter's College, the University of Saskatchewan, Queen's University and the London School of Economics. Dr. Dahlby has published extensively on tax policy and fiscal federalism. He has served as a policy advisor to the federal and provincial governments. His international experience includes advisory work on tax reform for the IMF in Malawi, for the Thailand Development Research Institute, and for the World Bank in Brazil and Mexico. He was a member of the Jenkins Panel on federal support to research and development, a Research Fellow at the C.D. Howe Institute, and currently serves on Canada's Ecofiscal Commission.

### Ron Kneebone, Scientific Director, Social and Health Policy

Dr. Kneebone (PhD, McMaster) is a Professor of Economics at the University of Calgary. His published research has dealt with issues pertaining to the political economy of government deficit and debt reduction, the history of government fiscal and monetary relations in Canada and the characteristics of Canadian federal, provincial and municipal fiscal-policy choices. In addition to continuing to work in those areas, he has more recently published examinations of the demand for homeless shelters and the adequacy of social assistance income-support payments. Prior to joining The School he was Director of the University of Calgary's Institute for Advanced Policy Research from 2006-2009.

### Dan McFadyen, Program Director, Extractive Resource Governance

Dan McFadyen is a professional engineer with over three decades of experience in the public service and the energy sector. Mr. McFadyen served as Chairman and CEO of the Energy Resources Conservation Board (ERCB) from February 2008 until December 2012. As Chairman, Mr. McFadyen was responsible for directing the ERCB's regulatory mandate governing energy resource development in Alberta. Before joining the ERCB, he was appointed Deputy Minister of Alberta Energy in January 2006. Prior to being appointed as Deputy Minister of Alberta Energy, Mr. McFadyen held other senior positions in the energy sector and with government, including: Vice-President, Regulatory Affairs and Public Policy with the Canadian Energy Pipeline Association (CEPA); Deputy Minister of Energy in Nova Scotia; and senior leadership positions with the Saskatchewan public service, including the Saskatchewan Research Council, the Department of Industry and Resources, and the Department of Energy and Mines. Mr. McFadyen has a Bachelor of Science in mechanical engineering from the University of Manitoba and is a non-practicing member of the Association of Engineers, Geologists, and Geophysicists of Alberta.

### Norma Nielson, Program Director, Financial Markets Regulation

Dr. Nielson (PhD, University of Pennsylvania) is Professor and Chair in Insurance and Risk Management at the Haskayne School of Business where she teaches courses in life insurance and employee benefits. Prior to joining Haskayne, she spent 20 years in academic positions at Oregon State University, the University of Southern California and Iowa State University. Her research has produced over 50 publications, including articles in such journals as the *Journal of Risk and Insurance* and the *Journal of Pension Economics and Finance*. She has also conducted research projects for the Property & Casualty Insurance Compensation Corporation (PACICC), Alberta Treasury Board and Finance, the Insurance Bureau of Canada and the Law Commission of Canada, in addition to serving as Director of the Risk Studies Centre.

### Jean-Sébastien (J-S) Rioux, Scientific Director, International Policy and Trade

Dr. Rioux (PhD, Florida State University) is a full-time Associate Professor at The School and the Scientific Director of International Policy and Trade. He teaches a core course in Institutions and Public Policy in the Master of Public Policy program, as well as electives in Foreign Policy Analysis and the International Summer School on the Geopolitics of Energy & Natural Resources. He is the author or co-author of 16 books, book chapters and scholarly articles as well as several dozen op-eds on current affairs in newspapers across Canada. He has taught at McGill and Concordia universities in Montreal, as well as at Vesalius College in Brussels, Belgium. In 2001 he was awarded a Canada Research Chair and joined the political science department at Université Laval. From February 2006 to August 2008, he served as a senior executive in the federal government as Chief of Staff to the Minister of Indigenous and Northern Affairs Canada, and the Minister of Industry Canada. He later moved to Calgary and from 2009 to 2012, worked for one of Canada's largest oil and gas companies as the lead Government Relations Practitioner. He joined The School in the fall of 2012.

### Jennifer Winter, Scientific Director, Energy and Environment Policy

Dr. Winter (PhD, Calgary) is an Assistant Professor and Director of Energy and Environmental Policy at The School of Public Policy. Her research is focused on the effects of government regulation and policy on energy development and the associated consequences and trade-offs. Current research projects are the prospects for Canadian LNG exports to Europe, social impacts of hydraulic fracturing, and comparing provincial emission-reduction policies. Dr. Winter is actively engaged in increasing public understanding of energy and environmental policy issues; recognition of her efforts include a 2014 Young Women in Energy Award and being named one of *Alberta Oil Magazine's* Top 35 Under 35 in 2016. Dr. Winter serves on the Future Leaders Board of Directors, World Petroleum Council Canada.

### Jennifer Zwicker, Program Director, Health Policy

Dr. Jennifer Zwicker is Director of Health Policy at the School of Public Policy and Assistant Professor in the Department of Kinesiology at the University of Calgary. Through the support of NeuroDevNet, CHILD-BRIGHT and the Sinneave Family Foundation, her research focuses on the socioeconomic impact of neurodevelopmental disability research and interventions as a means for informing evidence based policy development. Dr. Zwicker received her PhD in neurophysiology from the University of Alberta and her Masters of Public Policy from the University of Calgary, supported with generous funding from CIHR, AIHS and WCHRI throughout her graduate training. She is a 2014/2015 Action Canada Fellow, a public member on the council of the Alberta College of Optometrists and a co-chair for the Canadian Science Policy Centre

## Other Academic Staff

**Brendan Boyd.** PhD (University of Victoria). Dr. Boyd's research focuses on climate change policy in subnational jurisdictions and cross-jurisdictional collaboration and learning in policy making. His work has been published in *Publius: The Journal of Federalism and Canadian Public Administration*. Prior to pursuing a PhD, Brendan worked as a policy analyst for the Province of Manitoba on climate change issues. He has also conducted research on policy framing and the involvement of Indigenous Peoples in resource development in Canada. Other areas of interest include: Canadian public administration, provincial politics and comparative public policy.

**Dan Dutton.** PhD (University of Calgary). Daniel Dutton is an economist with training in population health. His research interests include population-level social determinants of health, poverty and its alleviation, quantitative methods and practice, and public policy aimed at changing health outcomes. His publications have mostly involved Canadian data accessed through Statistics Canada's Research Data Centres, he has worked at the Lethbridge Research Data Centre and feels access to data is critical for answering policy questions in a meaningful way.

**G. Kent Fellows.** PhD (University of Calgary) is an Economist with specializations in Industrial Organization, Regulatory Economics and Public Finance. Dr. Fellows is also an active researcher in the areas of Energy and Environmental Economics. He has published articles on the effects of price regulation, the existence and use of bargaining power in the Canadian pipeline and pharmaceutical industries, and a value-added approach to national greenhouse gas emissions accounting. Dr. Fellows is also involved in forwarding The School of Public Policy's Canadian Northern Corridor research program, which is aimed at studying the concept of a multi-modal linear infrastructure right of way through Canada's North and Near North.

**Tom Flanagan.** PhD (Duke University), F.R.S.C. Dr. Flanagan is Professor of Political Science and has published extensively on Metis lands, Louis Riel, Native land rights and self determination, game theory and on recent political movements in Canada (such as the Reform Party and the Conservative rise to power). In addition, he has published numerous editions of textbooks on government and politics. Dr. Flanagan also has considerable professional expertise and experience through his participation at various levels in national government. For example, he served as the Director of Research for the Reform Party (1991-1992), Chief of Staff in the Office of the Leader of the Opposition in the House of Commons (2002-2003), and Manager of the National Campaign of the Conservative Party of Canada (2004).

**Shaun Fluker.** LLM (University of Calgary). Professor Fluker practiced law as a Barrister and Solicitor with private firms for six years before joining Alberta Securities Commission as Legal Counsel, Market Regulation in 2005. In 2007, he joined the Faculty of Law at the University of Calgary as Assistant Professor. He has published widely on legal aspects of regulatory, energy, environmental and ecological issues. Professor Fluker's teaching includes courses on Natural Resources Law; Law, Legislation and Policy; Environmental Law and Ethics; Legal Perspectives; Administrative Law; Law of Species and Spaces; and Environmental Law.

**Myles Leslie.** PhD (University of Toronto). Dr. Leslie is a qualitative research specialist pursuing a programme of healthcare services and policy research focused on three areas: patient engagement, elder care, and trust in government. He also has a longstanding interest in the uses, and misuses, of technology in healthcare. Dr. Leslie was trained at the University of Toronto where his doctoral work focused on the policy implications of coronial death investigations. Moving to a post-doctoral position at the University of Leicester, in the UK, his emphasis shifted from policy creation towards policy implementation. Prior to arriving at the University of Calgary, Dr. Leslie held a faculty appointment as an implementation scientist and quality and safety researcher at the Armstrong Institute for Patient Safety & Quality in the medical school at Johns Hopkins in Baltimore, Maryland. His research there has been published in major quality and safety, and health services journals, as well as the popular media.

**Brenda McDermott.** PhD (University of Calgary). Brenda McDermott specializes in knowledge translation, particularly plain language to articulate research. She has worked with undergraduate students, graduate students, and professionals to increase the clarity of their communication. She is passionate about using technology and self-reflection to increase writing productivity. In addition to her research on the pedagogy of writing and genre, she studies the implication of media franchises on how we remember the past.

**Ken McKenzie.** PhD (Queen's University). Dr. McKenzie is a Professor in the Department of Economics at the University of Calgary. His principle area of research is public economics with an emphasis on taxation. Professor McKenzie is a winner of the Harry Johnson Prize for the best article in the *Canadian Journal of Economics* (1996, with Herb Emery), is a two time winner of the Douglas Purvis Memorial Prize for a published work of excellence relating to Canadian public policy (1999, with Ron Kneebone; 2010, with Natalia Serushun), and in 2001 he delivered the Benefactors Lecture for the C.D. Howe Institute. Professor McKenzie has acted as an advisor to governments and institutions at the international, federal and provincial levels and has been on the Panel of Experts for the International Monetary Fund and the World Bank.

**David Taras.** PhD (University of Toronto). Professor Taras has written extensively on the Canadian mass media and on Canadian politics. He is the author of *The Newsmakers: The Media's Influence on Canadian Politics, Power & Betrayal in the Canadian Media* and co-author of *The Last Word: Media Coverage of the Supreme Court of Canada*. He is also co-editor of *How Canadians Communicate* and *A Passion for Identity: Canadian Studies for the 21st Century* among other works.

**Saul Templeton.** BA (York), J.D. (Osgoode), L.L.M. (Osgoode). Saul joined the Faculty of Law at the University of Calgary in 2013 to teach Basic Tax Law, Tax Policy and Legal Research. Before joining the University of Calgary, he was part of a judicial clerkship with the Tax Court of Canada, working directly with judges discussing legal issues raised in the litigation process. Saul's primary research interests are in tax policy and the economic, social and political pressures that shape Canadian tax law.

**Trevor Tombe.** PhD (Toronto). Dr. Tombe is an Associate Professor of Economics at the University of Calgary and a Research Fellow at The School of Public Policy. Prior to joining the University of Calgary, he was an Assistant Professor of Economics at Wilfrid Laurier University. His research focuses on a broad range of topics from international trade and public finance to energy and environmental policy. Recently, he was awarded the Harry Johnson Prize for the best article in the *Canadian Journal of Economics* (2016, with Lukas Albrecht) for work estimating the magnitude and consequences of inter-provincial trade costs in Canada. In addition to his academic work, he regularly promotes the public understanding of economics and policy issues through his numerous policy papers, active social media presence, and writings for various media outlets (primarily Macleans).

**Lana Wells.** MSW (University of Calgary). Professor Wells is Associate Professor and the Brenda Strafford Chair in the Prevention of Domestic Violence at the Faculty of Social Work, University of Calgary where she is leading *Shift: The Project to End Domestic Violence*. The purpose of Shift is to enhance the capacity of policy makers, systems leaders, clinicians, service providers and the community at large, to significantly reduce the rates of domestic violence through primary prevention. In 2011, Shift was engaged by the Government of Alberta to bring forward research in prevention science and partner in the redesign of their family violence prevention framework, *Family Violence Hurts Everyone: A Framework to End Family Violence in Alberta*, which was released on November 29, 2013. Since the appointment to the Chair position in 2010, Lana has held over 4 million in research funding, grants and awards. In 2016, she received the John Hutton Memorial Award for Social Action/Policy from the Alberta College of Social Workers. In 2015, she was bestowed the Alberta Inspiration Award in Leadership in Family Violence and recognized as a PEAK scholar from the University of Calgary. Lana is currently running the MSW Leadership Program in the Faculty of Social Work where she also teaches on leadership and influencing policy. She actively supervises graduate students within the Faculty of Social Work and the School of Public Policy where in 2012, she became a Fellow and Faculty member.

## Fellows

**Jack Mintz**, President's Fellow

**Uzi Arad**, Executive Fellow

**Gaétan Caron**, Executive Fellow

**Margaret Clarke**, Distinguished Fellow

**Philip Cross**, Executive Fellow

**John Curtis**, Executive Fellow

**Bev Dahlby**, Distinguished Fellow

**Jim Dilay**, Executive Fellow

**Wendy Dobson**, Research Fellow

**Herb Emery**, Distinguished Fellow

**Blaine Favel**, Executive Fellow

**Tom Flanagan**, Distinguished Fellow

**Robert Fonberg**, Executive Fellow

**Rainer Knopff**, Senior Fellow

**Sheila Leggett**, Executive Fellow

**John Lester**, Executive Fellow

**Brian Livingston**, Executive Fellow

**Janice MacKinnon**, Executive Fellow

**Dan McFadyen**, Executive Fellow

**Kenneth McKenzie**, Distinguished Fellow

**Michal Moore**, Distinguished Fellow

**Ted Morton**, Senior Fellow

**Eric Noel**, Executive Fellow

**Colin Robertson**, Executive Fellow

**Francisco Salazar**, Executive Fellow

**Lawrie Savage**, Executive Fellow

**Wayne Simpson**, Research Fellow

**Robert Skinner**, Executive Fellow

**Michael Smart**, Distinguished Fellow

**Hugh Stephens**, Executive Fellow

**Andrei Sulzenko**, Executive Fellow

**Almos Tassonyi**, Executive Fellow

**Lindsay Tedds**, Research Fellow

**Trevor Tombe**, Research Fellow

**Alina Turner**, Research Fellow

**Jean-Francois Wen**, Research Fellow

**Scott Wilkie**, Executive Fellow

**Tom Wilson**, Research Fellow

**Lana Wells**, Research Fellow

## Advisory Council

**John M. Beck**, Chairman & CEO, Aecon Group Inc.

**Geoffrey A. Cumming**, Chairman and CEO, Karori Capital Ltd.

**Richard Dicerri**, Former Deputy Minister, Alberta Executive Council

**Drew Fagan**, Former Deputy Minister, Ministry of Infrastructure, Government of Ontario

**Blaine Favel**, Executive Chairman, One Earth Oil & Gas Inc.

**George Gosbee**, Chairman & CEO, AltaCorp Capital Inc.

**Daniel K. Halyk**, President & CEO, Total Energy Services Ltd.

**Timothy J. Hamilton**, Partner, Boyden Calgary Inc.

**Tim Hearn**, Chairman, Hearn & Associates

**Tom Jenkins**, Chairman, Open Text Corp.

**Kevin Neveu**, President & CEO, Precision Drilling Corporation

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# Program Objectives

The goal of the Master of Public Policy Program is to train policy professionals who will find leadership positions in government and the private sector. Our students pursue careers in the civil service and areas of the private sector that involve public policy analysis. This includes corporate and private government relations experts, media, public relations experts, analysts for non-governmental organizations (NGOs), private consultants, pollsters, etc.

The MPP program fosters in students an appreciation of the importance of effective institutions, efficient regulation, and the role that markets play in democracies. Students learn to communicate effectively; make judgments based on empirical evidence; recognize the underlying self-interest of those advocating policy positions; identify trade-offs; assess cost effectiveness and political feasibility; and, in general, learn to make well-considered recommendations with respect to important questions of public policy.



# Program Expectations

The Master of Public Policy is a professional-degree program. Students are representatives of The School of Public Policy and, therefore, are expected to carry themselves with the utmost professionalism both inside and outside the classroom. This includes ensuring punctuality for all lectures, events or other MPP-related commitments, and the responsible use of online media. Additional provisions concerning student conduct and expectations are outlined in the Academic Regulations section of the University of Calgary's Graduate Calendar.

## School Events

The School hosts a variety of Community Outreach events year-round that attract global policy experts and practitioners. All School-hosted events are free for MPP students.

As a feature of the MPP program, The School also puts on a Speaker Series specifically for students in the program. These talks feature prominent policy figures in an interactive environment.

Previous MPP Speaker Series guests have included:

**Hon. Christy Clark**, Premier, Government of British Columbia

**Hon. Ted Menzies**, Minister of State (Finance)

**Gaetan Caron**, Chair and CEO, National Energy Board

**Ambassador Tim Martin**, Canadian Ambassador to Colombia

**Dr. John Rook**, President and Chief Executive Officer, Calgary Homeless Foundation

**Jean René Halde**, President and Chief Executive Officer, Business Development Bank of Canada

**Jim Ellis**, Chief Executive Officer, Alberta Energy Regulator

**Deborah Yedlin**, Business Columnist, Calgary Herald

**Kent Hehr**, Minister of Veterans Affairs, Government of Canada

**Bob McLeod**, Premier of the Northwest Territories

## Attendance Expectations

There is no better way to learn about public policy than to listen to, and exchange ideas with, public policy practitioners. For this reason, The School provides students with a tremendous opportunity to network with policy experts from business, government and the community. Students are expected to attend as many events as possible throughout the academic year as part of their training. Because the MPP Speaker Series is intended specifically for students in the program, instructors may choose to incorporate content from this talks into quizzes, assignment, etc.



## Event Registration

Students can expect to receive invitations to all events by email. In order to attend a particular event, students must register for the event by responding to the invitation sent to them. Simply showing up at the event without having confirmed attendance will not be permitted.

Some events are hosted by external organizations such as the C.D. Howe Institute and others. The School often secures seats for students to attend but these are in limited supply. We select students for attendance at these events based on their interests. Geoff Webb will email students giving them the opportunity to attend. If you accept such an invitation but must cancel due to unforeseen circumstances, you must notify Geoff as soon as possible. Failure to provide such notice will result in you no longer receiving invitations to external events.

## Dress Code

Students are expected to adhere to a business-casual dress code at the very minimum for all events. Given the stature of many of the speakers and guests at School-hosted events, and the interaction students will be having with these individuals, students are encouraged to wear business-professional attire. For more information, please see <http://www.businessknowhow.com/growth/dress-impression.htm>

# Resources and Tools

## Career Development Services

Here at The School, we are dedicated to providing our MPP students with the resources necessary for successful career development. The Master of Public Policy program's Senior Advisor is available to assist our students with resume writing, cover letter editing, interviewing skills and practice, networking and job strategies. Our career development efforts extend to providing you with access to professional development courses aimed at improving your skills in policy analysis, writing and presentation skills.



## Internship Opportunities

The School of Public Policy believes in a hands-on approach to learning. Paid internship opportunities are sometimes available for MPP students who wish to participate and gain valuable experience in the area of public policy that is of interest to them. These opportunities, which typically last 2-4 months, provide real-life work experiences to bring theory and research into practice for our students.

## Research Opportunities

The School makes paid research opportunities available to up to ten students each year. Success in this competition is based on your performance in the Fall term. A committee of the School weighs your academic performance and your involvement in School functions and events. Successful candidates are provided with \$5,000 in funding and the opportunity to work on a research project with a member of the School's research staff beginning in January.

## MPP Student-Alumni Mentorship Program

In the fall of 2015, the MPP program began a student-alumni mentorship initiative where students are paired with MPP alumni. The program fosters the personal and professional development of students while enhancing alumni engagement. No other Canadian MPP or MPA program offers such an endeavor, particularly one that involves an alumni council whose guidance and oversight enhances the undertaking.

The mentorship program is open to all full and part-time students but it is not required that you participate. In late October you will be sent an application form and provided with an overview of the expectations and benefits of participation. Students who choose to take part are paired with an MPP graduate who aligns with the student's areas of interest and professional background.

New for 2017-2018 is that students who establish a successful relationship with a MPP alumni have the opportunity to be introduced to mid to senior level professionals across business sectors. This innovative 'sequenced' mentorship approach will permit students to further showcase themselves and the School to the wider community.

**"The MPP student-alumni mentorship program has been very valuable to me. I was able to connect with a previous graduate who provided me with support and advice throughout the year. This opportunity has been a highlight of this program for me and something that I would highly recommend to others."**

Nicole Williams, VP External, MPP Student Association

## MPP Student Association

The MPP Student Association (MPPSA) is your student government. The MPPSA represents all MPP students and works collaboratively across the academic year with other Faculty-based university student associations, U Calgary's Graduate Student Association and the MPP Alumni Council. There are four volunteer positions available to all full time MPP students for which elections are held in October. MPPSA involvement is an opportunity that comes with expectations and rewards that will be conveyed to you in late September.

## School Website

The School's website URL is [www.policyschool.ca](http://www.policyschool.ca). Students are encouraged to visit the site to obtain information on events, read The School's research publications and view interactive content such as blog entries, video and social media postings.

The site also has a staff directory for The School and a student-specific section that houses many of the resources found in this handbook.

## Social Media

Whether you're on campus, at home or on the go, students can stay connected with The School using our social media communities. Students can connect with The School (@policy\_school) on Twitter for frequent updates on news, events and activities.

Join us online:



[www.twitter.com/policy\\_school](https://www.twitter.com/policy_school)



[www.youtube.com/publicpolicyschool](https://www.youtube.com/publicpolicyschool)



[www.facebook.com/policyschool](https://www.facebook.com/policyschool)

## Withdrawing from the Program

If you are considering withdrawing from the Master of Public Policy program, please consult with the MPP Director, Dr. Hussein Warsame ([hussein.warsame@ucalgary.ca](mailto:hussein.warsame@ucalgary.ca)).

## Student UNICARD

All students are required to obtain a Student UNICARD in order to access the Downtown Campus and restricted spaces within The School of Public Policy. It is very important that students obtain their card prior to the start of their coursework. Visit the Unicard Office in Dining Centre #18 during business hours to obtain your card. Please note that line-ups can occur at peak periods in the fall, so it is recommended that you submit your photo in advance. Please see [www.ucalgary.ca/unicard](http://www.ucalgary.ca/unicard) for specifications for submitting your photo online.

If you are replacing a card, you must visit the Unicard Office in Dining Centre #18 in person. If you already have a card and submit a photo you will be charged a \$20 replacement fee.

## Information Technology Account

It is recommended that students set up their University of Calgary IT account as soon as possible. Your IT username and password provides you access to most electronic resources offered by the U of C, including your university email account, Webdisk storage, the myUofC student portal, the Desire2Learn learning tool, and many more.

To activate your IT account, visit <https://itregport.ucalgary.ca>.

## myUofC Student Portal

This is a one-stop portal for all campus services, work tools and applications a student will require to manage their academic career at the University of Calgary. Students can log in using their IT username and password at <https://cas.ucalgary.ca/cas/>. Once inside the portal, you can access the Desire2Learn learning tool and the PeopleSoft Student Centre, which offers the following features:

- a) Course add/drop and withdrawal
- b) Student timetable and fee information
- c) Courses and grades
- d) Degree navigator
- e) Address changes, including email address
- f) Exam timetable
- g) Award applications/information and award status

## Desire2Learn

Desire2Learn is the U of C standard course management system. Most instructors use this tool for communicating with students and posting documentation such as course outlines and assigned readings. Some may even manage assignment submissions through this service.

Students can access Desire2Learn through the myUofC portal or by going to <http://d2l.ucalgary.ca>.

Additional help with Desire2Learn can be found at <http://elearn.ucalgary.ca/category/students/>.

## Student Lounge

The MPP Student Lounge is located at the Northwest corner of the 5th floor. This is a communal space where students can eat, socialize or study. The lounge also offers lockers, a fridge and a microwave for student use, and complimentary tea and coffee. Students are responsible for maintaining the cleanliness of the space.

## Study/Meeting Rooms

There are a number of spaces for students to study or meet in the Downtown Campus. On the 5<sup>th</sup> floor students may choose to study in the Student Lounge or in the main classroom (Nexen Conference Centre). Additional space is available on the 2<sup>nd</sup> floor in the Student Study Centre. Hours of availability are posted there. After-hours access may be available by arrangement with the staff at the main floor security desk. Students may on occasion be able to book one of The School's meeting rooms on the 5<sup>th</sup> floor. These rooms can be reserved at the reception desk in The School's Executive Offices on the 5<sup>th</sup> floor. Please be advised that these rooms have limited availability because they are often occupied by The School's operations staff.

Students can also book a room in the building at <http://www.ucalgary.ca/downtown/student-services>.

# Faculty of Graduate Studies

As a graduate program, the Master of Public Policy degree is administered by the Faculty of Graduate Studies at the University of Calgary. The Graduate Calendar published by Graduate Studies is a valuable student resource and should be used in addition to the links and resources below. You can find the Graduate Calendar at <http://www.ucalgary.ca/pubs/calendar/grad/current/index.htm>.

## Fees

For up-to-date information regarding fees and tuition, please see <http://grad.ucalgary.ca/current/tuition>.

## Academic Regulations

It is the student's responsibility to be fully aware of the academic regulations outlined in the Graduate Calendar (<http://www.ucalgary.ca/pubs/calendar/grad/current/gs-academic-regulations.html>), including those regarding student misconduct, academic appeals and examinations.

Provisions regarding student misconduct (plagiarism, cheating and other academic misconduct) will be strictly enforced.

Please note that exams will not be given prior to their scheduled date.

Students seeking reappraisal of a piece of graded term work (term paper, essay, etc.) should discuss their work with the instructor within fifteen days of the work being returned to the class.

## Graduate Studies Contact

If you have questions regarding fees, deadlines, graduation or registration for courses outside of the Master of Public Policy (i.e., electives) please contact Benn Antepim, Graduate Program Officer, Faculty of Graduate Studies, at 403-220-6355 or [bantepim@ucalgary.ca](mailto:bantepim@ucalgary.ca).

## Academic Accommodations

It is the student's responsibility to request academic accommodations. If you are a student with a documented disability who may require academic accommodation and have not registered with the Disability Resource Centre, please contact their office at 403-220-8237. Students who have not registered with the Disability Resource Centre are not eligible for formal academic accommodation. You are also required to discuss your needs with your instructor no later than fourteen (14) days after the start of a course.

# Master of Public Policy Alumni

## Your MPP Alumni Council (MPPAC)

The Master of Public Policy Alumni Council (MPPAC) was established to create and sustain an active exchange of information between MPP alumni and The School in order to enhance and inspire the student and alumni experience. Comprised of MPP graduates representing many different graduation classes, the council seeks to engage alumni across Canada and beyond; fostering connections and positioning a growing network of professionals and The School as a lasting presence.



**“The MPPAC is a team of committed alumni that work to ensure the value of the MPP degree extends beyond the coursework and classroom. Through engagement and event activities targeted at the alumni network alongside support and mentorship of the current class, the MPPAC helps develop a thriving and collaborative community. It’s a major undertaking, yet the MPPAC aims to make the MPP experience last a lifetime.”**

Andrew Rodych, MPP 2012 and MPPAC Chair

# Health and Safety

## Student Health Plan

As a member of the Graduate Student Association (GSA), you will be covered under a supplementary comprehensive Health and Dental Plan, unless you opt-out before the mid-month deadline of your original registration and re-registration dates.

Specific information for GSA Health and Dental services can be found at <http://gsa.ucalgary.ca/health>.

## Alberta Health Care

For those not already covered under Alberta Health Care, if you are moving to Alberta from another province or territory within Canada, you are eligible for coverage under the Alberta Plan on the first day of the third month following the date of arrival. However, you must register before the first day of the fourth month after arrival.

For students with dependents, if you are arriving ahead of your dependents, continuing coverage should be arranged in the province of origin until the first day of the third month following the date of arrival in Alberta. For dependents not coming to Alberta within 12 months, contact Alberta Health Care for additional information.

If you are moving to Alberta from outside Canada, you are eligible for coverage under the Alberta Plan on the date of your arrival and you must register within three months after arrival. Please note that copies of Canada entry permits are required. Dependents should not be registered until they arrive in Alberta; special exemptions may apply to dependents who are students.

Additional information is available from Alberta Health Care upon request. You can visit them online at <http://www.health.gov.ab.ca>.

## Safety On and Around Campus

The downtown campus is monitored at all times by building security, whose main desk is next to the elevators on the main floor. Access to the building after hours is only granted to those with a Student UNICARD and individuals are required to sign in and out with the security desk.

As an added benefit to students, the downtown campus will be scheduling safety orientations throughout the fall and winter semesters. If you are interested in attending one of these sessions, please contact Alison Gray at [gray@ucalgary.ca](mailto:gray@ucalgary.ca).

## Additional Health and Safety Links

University of Calgary Health Services - [www.ucalgary.ca/uhs](http://www.ucalgary.ca/uhs)

University of Calgary Counselling Centre - [www.ucalgary.ca/counselling](http://www.ucalgary.ca/counselling)

University of Calgary Disability Centre - [www.ucalgary.ca/drc](http://www.ucalgary.ca/drc)

University of Calgary Campus Security (main campus) - [www.ucalgary.ca/security](http://www.ucalgary.ca/security)



# About Calgary



## Getting Around

**Public Transit** – The most popular method of transportation for getting to and from downtown Calgary is via public transit. Calgary Transit operates both city buses, which service the entire city through defined routes, and the Light-Rail Transit (LRT) system, which stops at stations along set tracks. For complete route and fare information, visit [www.calgarytransit.ca](http://www.calgarytransit.ca).

**Walking** – Navigating Calgary by foot can be difficult depending on what area of the city you are living in. While the downtown core and its surrounding areas can all be accessed by foot, many communities are far removed from downtown and walking to campus simply isn't feasible. In general, walking around town is very safe but students should consider travelling in groups when it is dark out for added security.

**Biking** – Calgary has a comprehensive system of bike paths that offers access to downtown from all areas of the city. When biking, students are encouraged to use these paths or designated bike lanes whenever possible.

Students should be aware that if they are biking to campus, there is not a secure place to leave your bike inside of the building. Therefore, students will need to lock their bikes on nearby streets.

## Climate

Calgary is a dry climate with a wide range of temperatures and conditions. Temperatures can range from anywhere as low as -30 degrees Celsius in the winter months (December-February) to +30 degrees Celsius in the summer (June-August). Conditions are often unpredictable and can change rapidly, regardless of what season it is due to weather systems blowing in from the Canadian Rockies.

Because of the potential for frigid temperatures during winter, students should budget for the purchase of boots, a winter coat, hat and gloves.

## Things to do Around Calgary

The School of Public Policy is centrally located in downtown Calgary and offers access to many of the city's major attractions, shopping districts and popular restaurants. Below is a list of areas that are easily accessible from The School.

**Stephen Avenue** – Heading east from The School, 8th Avenue SW turns into a pedestrian walkway called Stephen Avenue. Here, you will find one of Calgary's best selections of bars, restaurants and shopping. At the east end of Stephen Avenue you will find the Arts Commons, which hosts eight resident arts companies, including Theatre Calgary and the Calgary Philharmonic Orchestra (for a schedule of performances, go to <https://www.artsccommons.ca/WhatsOn>). The historic Glenbow Museum is only one block away at 130 9th Avenue SW, and offers a vast collection of local art, along with temporary exhibits from globally renowned artists ([www.glenbow.org](http://www.glenbow.org)).

**Kensington** – Just north of the Bow River, between 10th Street and 14th Street NW, is the Kensington Business Revitalization Zone. This pedestrian friendly area is best known for its countless coffee shops and restaurants serving global cuisine – Italian, Indian, Ethiopian, Mexican, Japanese, and many more. Basic amenities such as banks and grocery stores can also be found here.

**17<sup>th</sup> Avenue South West** – Also known as 'The Red Mile' thanks to the swarms of Calgary Flames supporters that crowded the avenue throughout the team's 2004 Stanley Cup run, this avenue is a staple of Calgary's nightlife. Bars and restaurants draw young and old alike, and it's easy to get a good meal late at night. 'Seventeenth Ave' is also a great place to go walking with a coffee in hand on a sunny afternoon.

**Historic Inglewood** – Located east of downtown on 9th Avenue SE, this is one of Calgary's oldest areas. City planners have gone to great lengths to blend history with some modern twists. New-age art studios and furniture galleries meet antique stores and old-style diners. Throw in some candy stores, great cafes, and, of course, a costume shop, and you have the makings of a great day trip.

**The Calgary Zoo** is also worth a trip, and can be accessed via Inglewood. The zoo's Africa exhibit is particularly impressive, with gorillas, tigers, giraffes, zebras and hippopotami all present. ([www.calgaryzoo.com](http://www.calgaryzoo.com)).

**Prince's Island Park** – If you are looking for some inner-city leisure this is the place to go. Interrupting the Bow River's current, Prince's Island is a great place to go for a bike ride, throw a Frisbee, or just soak in some sun. The island is home to the Calgary Folk Music Festival, an annual event every July, as well as many other festivals throughout the summer months.

A great way to learn more about our city is to pick up a copy of Avenue Magazine, which is available at local news stands and online at <http://www.avenuecalgary.com>, or Swerve Magazine, which is available each Friday in the Calgary Herald newspaper and online at <http://swervecalgary.com>. These magazines cover local people, events, restaurants, and cultural happenings.

Another useful resource is [www.discovercalgary.com](http://www.discovercalgary.com).

## Outside the City



**The Canadian Rockies** – Less than an hour's drive west of the City of Calgary are the majestic Rocky Mountains. The Rockies and outdoor activities go hand-in-hand. Hiking, skiing, mountain biking, whitewater rafting and snowshoeing are all popular. The towns of Canmore and Banff are often starting points for many of these activities, and can be great places to spend an evening or two away from Calgary. Both towns cater to tourists by offering excellent restaurants and hotels in all price ranges.

One note of caution: Banff National Park, which is where the town of Banff is located, requires each vehicle stopping within the park to purchase a special pass (approximately \$10 per person or \$20 for groups up to seven). If you are driving out to Banff National Park and will not simply be passing through, it is advised that you purchase one of these passes and display it on your car window. Otherwise, you will be subject to fine.

Canmore is located outside of the National Park and therefore does not require any payment for stopping. For more information on these towns, including recreational opportunities, visit [www.banff.ca](http://www.banff.ca) or [www.canmore.ca](http://www.canmore.ca).



# THE SCHOOL OF PUBLIC POLICY

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