

**FINAL HONOUR SCHOOL OF
PHILOSOPHY, POLITICS AND ECONOMICS (PPE)
INTERNAL EXAMINERS' REPORT
2020
(Unreserved Version)**

This report has two sections: part A (statistics) and part B (Chair's comments). For comments on individual papers, refer to the Philosophy or Politics or Economics examiners' report.

PART A: Statistics

1. Class distribution

Class	2020	2019	2018	2017	2016	2015	2014
1st	104	56	39	54	38	55	51
	40%	23%	17%	23%	16%	22%	21%
2.1	148	173	178	170	178	183	188
	58%	72%	77%	71%	77%	73%	76%
2.2	2	11	12	12	16	11	6
	1%	5%	5%	5%	7%	4%	2%
3rd				2			2
				1%			1%
Honours Pass							
DDH	3						
	1%						
Fail							
Total	257	240	229	238	232	249	247

2. Statistics by gender and ethnicity

a. Class distribution by gender

Class	2020		2019		2018		2017		2016	
	F	M	F	M	F	M	F	M	F	M
1st	32 34%	72 44%	12 17%	44 26%	17% 17%		18% 25%		15% 17%	
2.1	61 66%	87 53%	55 77%	118 70%	82% 75%		72% 71%		79% 75%	
2.2		2 1%	4 6%	7 4%	1% 7%		8% 4%		5% 7%	
3rd							1% 1%			
Pass										
DDH		3 2%								
Fail										
Total	93	164	71	169	79	151	76	162	82	150

b. Total candidates, average mark and standard deviation by gender

	2020		2019		2018		2017	
	F	M	F	M	F	M	F	M
Average	65.2	66.3	64.6	66.1	64.9	64.6	64.3	65.2
St. Dev.	5.7	6.6	6.0	6.1	5.2	6.5	6.9	6.8

c. Class distribution by ethnicity

These statistics are taken from the Specialism Report in the Annual Programme Statistics. Unlike in the other tables in this report, the year refers to the year in which students commenced study, not the year in which the exams were taken.

Class	2016/17			2015/16			2014/15		
	White	BME	Unknown	White	BME	Unknown	White	BME	Unknown
1st	42 26%	10 22%		29 19%	8 16%	1 17%	41 24%	9 19%	1 9%
2.1	115 71%	32 71%	7 100%	122 79%	39 76%	4 67%	122 72%	34 72%	10 91%
2.2	4 2%	3 7%		3 2%	4 8%	1 17%	6 4%	3 6%	
3rd								1 2%	
Total	161	45	7	154	51	6	169	47	11

3. Statistics by Paper

No statistics are given for papers taken by 2 candidates or fewer. Only the mean and standard deviation are given for papers taken by 5 candidates or fewer.

Paper	Cands	>=70	>=60	>=50	>=40	>=30	<30	Q1	Median	Q3	Mean	St. Dev	Max	Min
Advanced Paper in Theories of Justice	31	23%	68%	3%	0%	0%	0%	66.0	67.0	69.0	67.2	4.1	75	56
Aesthetics and the Philosophy of Criticism	23	22%	43%	30%	4%	0%	0%	55.5	63.0	68.5	62.1	7.8	75	46
Aristotle on Nature, Life and Mind (in translation)	1													
Aristotle: Nicomachean Ethics (in translation)	15	20%	67%	13%	0%	0%	0%	64.0	65.0	69.0	66.0	4.2	72	59
Behavioural and Experimental Economics	10	30%	70%	0%	0%	0%	0%	65.0	67.0	70.3	66.9	3.6	72	60
British Politics and Government since 1900	90	18%	62%	16%	3%	0%	0%	61.0	66.0	69.0	64.6	6.7	82	46
Comparative Demographic Systems	5										70.0	3.7		
Comparative Government	46	22%	74%	4%	0%	0%	0%	64.0	67.0	69.0	66.9	4.0	77	59
Development of the World Economy since 1800	11	36%	64%	0%	0%	0%	0%	67.0	69.0	70.0	68.4	1.8	71	65

Paper	Cands	>=70	>=60	>=50	>=40	>=30	<30	Q1	Median	Q3	Mean	St. Dev	Max	Min
Early Modern Philosophy	34	15%	79%	6%	0%	0%	0%	63.0	65.5	67.8	65.4	4.0	75	56
Econometrics	34	38%	35%	24%	0%	3%	0%	57.3	66.0	74.0	65.9	10.9	85	31
Economics of Developing Countries	19	37%	53%	11%	0%	0%	0%	62.0	65.0	71.0	66.4	5.7	77	55
Economics of Industry	12	33%	67%	0%	0%	0%	0%	66.8	67.5	70.0	68.1	2.5	74	64
Ethics	160	16%	72%	11%	1%	0%	0%	63.0	66.0	68.0	65.6	4.9	78	46
Finance	13	69%	31%	0%	0%	0%	0%	68.0	70.0	71.0	69.4	4.3	76	61
Game Theory	25	28%	52%	16%	0%	0%	0%	62.0	66.0	70.3	66.2	6.2	83	58
Government and Politics of the United States	14	21%	64%	7%	0%	0%	0%	63.0	66.0	68.0	66.2	4.3	74	59
International Economics	5										71.0	3.7		
International Relations	138	25%	64%	9%	0%	0%	0%	64.0	66.0	69.5	66.2	4.5	75	54
International Relations in the Era of the Cold War	23	17%	78%	4%	0%	0%	0%	64.5	68.0	68.5	66.8	3.4	72	57
International Relations in the Era of Two World Wars	14	21%	79%	0%	0%	0%	0%	66.0	67.5	69.0	68.3	3.6	76	64
Jurisprudence (Combined)	4										68.0	2.9		
Jurisprudence (Essay)	4										68.5	3.2		
Jurisprudence (Exam)	4										67.3	2.6		
Knowledge and Reality	60	13%	70%	15%	2%	0%	0%	62.0	64.5	68.0	64.6	6.3	80	42

Paper	Cands	>=70	>=60	>=50	>=40	>=30	<30	Q1	Median	Q3	Mean	St. Dev	Max	Min
Labour Economics and Inequality	6	33%	67%	0%	0%	0%	0%	63.5	68.0	73.3	68.3	5.3	75	62
Logic	1													
Macroeconomics	171	30%	56%	10%	2%	1%	0%	62.0	66.0	70.0	65.5	7.0	81	36
Macroeconomics (old syllabus)	1													
Marx and Marxism	10	40%	50%	0%	0%	0%	0%	64.0	66.0	71.0	68.1	4.9	76	62
Medieval Philosophy: Aquinas	2													
Microeconomic Analysis	12	67%	17%	8%	8%	0%	0%	63.0	70.5	77.3	68.7	9.9	80	47
Microeconomics	169	40%	40%	13%	5%	0%	0%	62.0	68.0	72.0	66.4	8.4	85	45
Microeconomics (old syllabus)	1													
Modern British Government and Politics	19	16%	74%	11%	0%	0%	0%	62.0	63.0	67.0	64.4	4.0	72	56
Money and Banking	18	17%	83%	0%	0%	0%	0%	62.5	65.5	68.0	65.6	3.6	72	60
Philosophical Logic	7	0%	57%	43%	0%	0%	0%	52.5	60.0	61.0	57.7	5.3	66	51
Philosophy of Cognitive Science	3										63.7	2.6		
Philosophy of Mind	11	27%	64%	9%	0%	0%	0%	64.0	65.0	70.5	66.7	5.1	75	58
Philosophy of Religion	32	6%	84%	6%	0%	0%	0%	63.0	64.0	66.5	64.4	3.2	72	58
Philosophy of Science	2													

Paper	Cands	>=70	>=60	>=50	>=40	>=30	<30	Q1	Median	Q3	Mean	St. Dev	Max	Min
Philosophy of Science and Social Science	3										65.7	3.1		
Plato on Knowledge, Language, & Reality in the Theaetetus & Sophist (in translation)	3										62.0	2.9		
Plato: Republic (in translation)	62	13%	69%	13%	3%	0%	0%	62.0	64.0	67.0	63.7	5.6	76	46
Political Sociology	70	26%	60%	11%	1%	0%	0%	62.0	66.0	70.0	65.5	5.3	76	48
Political Thought: Bentham to Weber	13	31%	69%	0%	0%	0%	0%	65.0	66.0	72.0	68.5	5.4	80	63
Political Thought: Plato to Rousseau	28	29%	54%	18%	0%	0%	0%	60.8	65.0	70.0	65.2	6.2	77	50
Politics in China	14	14%	79%	7%	0%	0%	0%	63.0	64.0	66.5	64.7	3.9	73	57
Politics in Europe	3										70.3	2.1		
Politics in Latin America	9	22%	67%	11%	0%	0%	0%	64.0	68.0	69.0	66.9	4.6	74	58
Politics in Russia and the Former Soviet Union	14	29%	71%	0%	0%	0%	0%	64.0	65.5	70.5	67.1	3.9	75	63
Politics in South Asia	11	18%	82%	0%	0%	0%	0%	66.0	68.0	68.0	67.7	1.9	71	65
Politics in Sub-Saharan Africa	17	35%	59%	0%	0%	0%	0%	66.0	68.5	70.0	68.1	2.5	72	64

Paper	Cands	>=70	>=60	>=50	>=40	>=30	<30	Q1	Median	Q3	Mean	St. Dev	Max	Min
Politics in the Middle East	22	27%	55%	18%	0%	0%	0%	60.0	66.0	69.5	65.0	5.1	73	55
Post-Kantian Philosophy	21	29%	52%	19%	0%	0%	0%	65.0	67.0	70.0	66.0	4.2	71	58
Practical Ethics	41	27%	66%	5%	0%	0%	0%	65.8	67.0	70.0	67.0	3.0	72	59
Public Economics	17	24%	71%	6%	0%	0%	0%	65.0	66.0	68.0	66.2	4.7	75	52
Quantitative Economics	138	27%	49%	17%	4%	0%	0%	60.0	64.0	70.0	64.5	8.8	86	41
Quantitative Economics (old syllabus)	12	42%	25%	17%	8%	0%	8%	56.8	63.0	72.5	61.4	14.1	77	26
Set Theory	1													
Social Policy	25	24%	64%	12%	0%	0%	0%	63.0	65.0	69.0	65.6	5.5	76	52
Sociological Theory	9	33%	56%	11%	0%	0%	0%	62.0	66.0	71.0	66.2	5.5	73	56
Special Subject in Economics: Environmental Economics and Climate Change	9	33%	67%	0%	0%	0%	0%	67.0	67.0	70.0	67.2	3.1	71	60
Special Subject in Philosophy: Feminism and Philosophy	17	24%	71%	0%	0%	0%	0%	66.0	68.0	69.3	68.8	4.2	78	64
Special Subject in Politics: Comparative Political Economy	22	32%	64%	5%	0%	0%	0%	65.0	68.0	70.0	67.5	4.4	75	53
Special Subject in Politics: International	46	28%	67%	4%	0%	0%	0%	65.0	67.0	70.0	67.2	4.0	75	57

Paper	Cands	>=70	>=60	>=50	>=40	>=30	<30	Q1	Median	Q3	Mean	St. Dev	Max	Min
Security and Conflict														
The Government and Politics of Japan	2													
The Later Philosophy of Wittgenstein	1													
The Philosophy of Kant	4										64.8	3.1		
The Philosophy of Logic and Language	8	25%	50%	25%	0%	0%	0%	61.3	65.0	67.0	65.9	7.1	82	58
The Philosophy of Wittgenstein	7	29%	57%	14%	0%	0%	0%	61.0	64.0	70.5	65.1	6.3	74	55
The Politics of the European Union	7	14%	86%	0%	0%	0%	0%	63.5	64.0	67.0	65.3	2.7	70	62
Theory of Politics	132	27%	64%	8%	0%	0%	0%	64.0	66.5	70.0	66.5	4.6	83	50
Thesis in Economics	1													
Thesis in Philosophy	7	57%	43%	0%	0%	0%	0%	65.0	72.0	75.0	71.3	7.0	84	63
Thesis in Politics	11	55%	45%	0%	0%	0%	0%	68.0	70.0	72.0	69.8	3.2	75	65

4. Numbers offering each paper

a. Philosophy

Paper	2020	2019	2018	2017	2016	2015	2014	2013
101. Early Modern Philosophy	34	42	34	43	38	49	50	44
102. Knowledge and Reality	60	79	60	64	77	75	60	55
103. Ethics	160	152	134	151	145	154	158	152
104. Philosophy of Mind	11	10	10	6	20	14	21	18
106. Philosophy of Science and Social Science	3	3	3	9	7	1	8	3
107. Philosophy of Religion	32	36	25	25	26	38	46	32
108. Philosophy of Logic and Language	8	16	10	9	15	18	10	18
109. Aesthetics	23	24	12	26	26	17	15	15
110. Medieval Philosophy: Aquinas	2	2	0	1	0	2	2	3
112. The Philosophy of Kant	4	12	5	4	8	5	8	7
113. Post-Kantian Philosophy	21	16	9	24	11	22	25	21
114. Theory of Politics	30	21	28	37	31	34	37	38
115. Plato: Republic	62	38	36	39	38	39	40	39
116. Aristotle: Nicomachean Ethics	15	9	13	24	9	28	20	19
117. Frege, Russell, and Wittgenstein	0	0	1	3	0	2	0	2
118. The Later Philosophy of Wittgenstein	1	6	6	15	11	9	9	10
119. Set Theory, Logic	1	1	0	1	1	0	-	-
120. Intermediate Philosophy of Physics	0	0	1	0	0	0	0	0
122. Philosophy of Mathematics	0	2	0	2	2	1	0	0
124. Philosophy of Science	2	1	2	5	1	4	2	5
125. Philosophy of Cognitive Science	3	3	4	0	5	4	4	2
127. Philosophical Logic	7	12	17	13	13	5	-	-
128. Practical Ethics	41	44	28	-	-	-	-	-
129. The Philosophy of Wittgenstein	7	-	-	-	-	-	-	-
137. Plato on Knowledge, Language and Reality	3	-	-	-	-	-	-	-
138. Aristotle on Nature, Life and Mind (in trans)	1	-	-	-	-	-	-	-
150. Jurisprudence	4	5	6	8	9	6	5	7

198. Special Subject: Feminism and Philosophy	17	4	-	-	-	-	-	-
199. Thesis	7	12	6	12	10	9	8	8

b. Politics

Paper	2020	2019	2018	2017	2016	2015	2014	2013
201. Comparative Government	46	44	58	51	64	67	88	69
202. British Politics and Government since 1900	90	82	69	72	60	67	57	48
203. Theory of Politics	102	119	85	93	95	98	108	114
204. Modern British Government and Politics	19	13	11	18	24	15	18	18
205. Government and Politics of the United States	14	16	17	23	20	17	27	24
206. Politics in Europe	3	5	5	5	5	7	10	15
207. Politics in Russia and the Former Soviet Union	14	8	12	9	5	12	11	9
208. Politics in Sub-Saharan Africa	17	15	23	22	28	24	36	34
209. Politics in Latin America	9	7	7	6	9	11	9	11
210. Politics in South Asia	11	9	6	9	7	9	12	9
211. Politics in the Middle East	22	35	31	32	35	32	38	31
212. IR in the Era of Two World Wars	14	10	17	8	3	16	15	14
213. IR in the Era of the Cold War	23	20	24	30	25	23	32	34
214. International Relations	138	120	127	120	115	135	135	124
215. Political Thought: Plato to Rousseau	28	17	14	22	19	22	20	18
216. Political Thought: Bentham to Weber	13	9	10	20	16	17	22	23
217. Marx and Marxism	10	16	8	20	9	15	14	18
218. Sociological Theory	9	8	3	13	21	10	24	14
219. The Sociology of Post-Industrial Societies	-	10	12	4	17	7	3	2
220. Political Sociology	70	82	67	62	76	61	58	61
223. The Government and Politics of Japan	2	1	5	4	0	3	2	0
224. Social Policy	25	23	23	16	28	33	27	16
225. Comparative Demographic Systems	5	5	3	3	6	4	3	4
226. Quantitative Methods in Politics and Sociology	-	-	-	1	5	6	3	2

Paper	2020	2019	2018	2017	2016	2015	2014	2013
227. Politics in China	14	16	15	14	18	13	20	23
228. The Politics of the European Union	7	6	9	4	2	11	8	10
229. Advanced Paper in Theories of Justice	31	30	26	16	-	-	-	-
297. Special subject: Comparative Political Economy	22	24	18	10	19	21	-	-
297. Special subject: International Security and Conflict	46	44	37	18	-	-	-	-
298. Supervised dissertation	-	-	-	9	-	-	-	-
299. Thesis	11	11	16	21	23	15	24	18

c. Economics

Paper	2020	2019	2018	2017	2016	2015	2014	2013
300. Quantitative Economics	150	134	144	143	138	150	141	144
301. Macroeconomics	172	137	156	152	144	156	146	150
302. Microeconomics	170	135	154	154	146	157	146	150
303. Microeconomic Analysis	12	19	19	11	-	-	-	-
304. Money and Banking	18	15	13	15	11	10	12	12
305. Public Economics	17	15	20	20	16	21	25	17
306. Economics of Industry	12	14	19	19	11	15	8	8
307. Labour Economics and Industrial Relations	6	6	4	13	7	13	13	13
308. International Economics	5	4	9	6	4	11	8	8
310. Economics of Developing Countries	19	21	18	34	29	23	27	32
311. Development of the World Economy since 1800	11	10	-	-	-	-	-	-
314. Econometrics	34	23	20	18	13	32	27	21
318. Finance	13	6	7	9	N/A	N/A	0	1
319. Game Theory	25	17	14	13	12	25	23	30
320. Behavioural and Experimental Economics	10	6	11	-	-	-	-	-
398. Special Subject: Environmental Economics and Climate Change	9	3	-	-	-	-	-	-
399. Thesis	1	0	0	0	2	2	0	1

5. Statistics by Branch

The three separate assessments for Jurisprudence candidates are counted as one Philosophy script. Set Theory and Logic are counted as one Philosophy script. 'Subjects' comprise scripts, theses, and supervised dissertations.

a. Approximate percentages of subjects in each branch

Branch	2020	2019	2018	2017	2016	2015	2014	2013
Philosophy	27%	28%	25%	28%	28%	32%	30%	31%
Politics	40%	41%	41%	40%	40%	41%	41%	39%
Economics	33%	30%	34%	32%	32%	27%	29%	30%

b. Average mark, standard deviation and total subjects in each branch

	2020				2019				2018				2017				2016			
	Phil	Pol	Econ	All	Phil	Pol	Econ	All	Phil	Pol	Econ	All	Phil	Pol	Econ	All	Phil	Pol	Econ	All
Avg.	65.3	66.3	65.9	65.9	65.3	66.5	64.7	65.6	65.1	66.2	63.1	64.9	65.1	65.7	64.1	65.0	65.8	65.8	64.6	65.4
St. D.	5.6	4.9	7.9	6.3	5.4	5.2	7.5	6.1	4.9	4.8	7.6	6.1	5.0	5.9	8.8	6.8	5.2	5.0	7.7	6.1
Total	559	815	684	2058	543	789	578	1910	456	761	618	1835	524	761	616	1901	512	756	586	1854

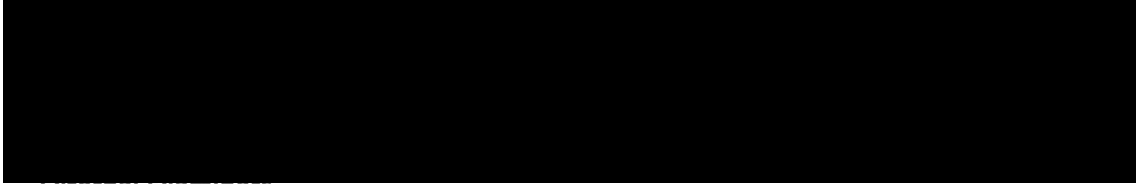
c. Classifications broken down by routes through PPE

	2020				2019				2018				2017			
Class	Phil-Econ	Pol-Econ	Phil-Pol	PPE	Phil-Econ	Pol-Econ	Phil-Pol	PPE	Phil-Econ	Pol-Econ	Phil-Pol	PPE	Phil-Econ	Pol-Econ	Phil-Pol	PPE
1st	18 39%	43 43%	35 41%	8 30%	9 25%	23 25%	20 21%	4 21%	5 13%	17 18%	15 21%	2 9%	12 26%	19 21%	22 26%	1 6%
2.1	28 61%	53 54%	49 58%	18 67%	24 67%	64 70%	71 76%	14 74%	28 74%	73 75%	57 79%	20 91%	29 62%	67 74%	60 71%	14 88%
2.2		1 1%		1 4%	3 8%	4 4%	3 3%	1 5%	5 13%	7 7%			6 13%	3 3%	2 2%	1 6%
3rd														2 2%		
DDH		2 2%	1 1%													
Total	46	99	85	27	36	91	94	19	38	97	72	22	47	91	84	16

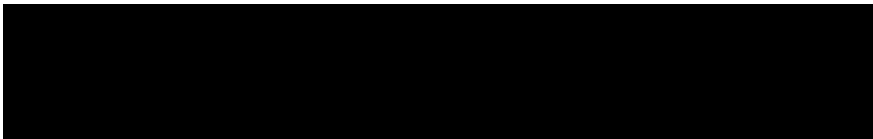
PART B: Chair's Comments

1. Personnel

Internal Examiners



External Examiners



The External Examiners reviewed and commented on draft question papers. They read a selection of scripts from different classes. They attended the first meeting on the afternoon of Tuesday 7 July and the final meeting on Thursday 9 July 2020.

2. Marking conventions

The scale of marks used was the same as in the previous year. The classification conventions were changed because of the Covid-19 pandemic to provide candidates with a safety net. When calculating the classification average, at least two results had to come from core courses from two different branches of PPE. However, the lowest two passing results were normally dropped, except in cases where inclusion would benefit the candidate.

3. Problems with exam papers

All written exams took place online as open-book exams. No problems were raised by candidates at the time, nor in complaints or appeals afterwards.

4. General Issues

The examining process worked remarkably well, given the challenges we faced this year. There were definite benefits to online examining – most notably the typed scripts, which significantly eased the burden of exam marking. But there were also some significant concerns about the online process. I'd like to highlight four areas of concern that should be considered and addressed.

i. Plagiarism and poor academic practice procedures.

This year's online, open-book, unproctored examinations presented a heightened risk of plagiarism and poor academic practice. Efforts at investigating and penalizing suspected cases of plagiarism were hampered by a number of problems. First, departments varied widely in their training in using Turnitin reports and in their assiduousness in identifying potential cases of plagiarism. It is quite possible (indeed, likely) that instances of plagiarism escaped detection. Second, the Proctors did not have access to Turnitin. This meant that referring cases to the Proctors required a significant investment of time. Information that was readily available through Turnitin had to be downloaded, collated, notated, and submitted to the Proctors. It would make the process of referring cases more efficient if the Proctors could review the Turnitin reports for themselves. Alternatively, departments/faculties should consider ways to support and assist in preparing plagiarism referrals. Third, the way that the Proctors adjudicated plagiarism referrals seemed out of line with their definition of plagiarism. We need greater clarity about what the Proctors' standard for plagiarism in

open-book examinations is, and a better sense of how they draw the line between plagiarism and poor academic practice.

ii. Start times.

One version of the official Open-Book Exams Guide for Candidates stated that they 'should' start no later than 10:00 local time; another version stated that they 'must' start no later than 10:00 local time. At least two candidates interpreted the 'should' as recommendatory but not mandatory and, consequently, started their exams too late. Should we again face the situation where candidates are starting examinations in different time zones, the University in the future ought to provide clearer guidance on the required starting time for exams.

iii. Time stamping.

It appears to be the case that the system informed candidates by email at what time their paper was submitted. But the email did not tell them at what time they were recorded as starting the exam, nor how long the system showed they had spent on the exam. As a result, we fear that many of the students who made late submissions did not realize it, and thus did not know that they would need to submit a mitigating circumstances notice to explain late starts and late submission.

iv. Handling mitigating circumstances applications.

Our report last year discussed perennial difficulties in giving proper consideration to mitigating circumstances applications. As we noted, the issues that arise in mitigating circumstances notices are not subject specific, and Examiners often find themselves having to make judgements about the seriousness of health and welfare issues on which they have some knowledge, but are not experts. This problem was significantly exacerbated this year by the fact that many notices were submitted without supporting documentation, meaning that we were forced to make decisions with very little contextualizing information. Moreover, we continue to be concerned that other Boards are handling essentially similar applications, and there was no obvious way in which their considerations could be coordinated with our own, leading to the possibility of differential treatment from one Board to another.

We reiterate our suggestion that it might be more efficient and fair to create a centralised panel at a higher level to decide on at least the level of severity, and possibly the papers affected for each application across several Boards. The Boards could then be given that information, and be asked to decide on a suitable remedy in each of its cases. Since questions of academic judgement are often involved even in the early stages of consideration of the application, the centralised panel might well involve some co-opted academics from the different Boards, but also people with more experience of the specific health and welfare issues that frequently arise. This would ensure the appropriate depth and range of expertise. It would also guarantee a systematic, coordinated procedure for judging each application across multiple Boards. Finally, it would allow Examination Boards to focus their time more productively on monitoring the academic integrity of the process and ensuring that individual candidates are treated fairly. The sheer number of mitigating circumstances applications (see Appendix A) meant that almost all of our time as a Board was exhausted in reviewing these cases.

v. Examining database.

As was noted in this report last year, the examining process would be made simpler and more efficient if there were a University database, like ADSS for undergraduate admissions, which held all

information for each candidate. This would not require departments to standardize their examining procedures. Instead, as with ADSS, each department would be responsible for configuring their area of the database to fit with their procedures. The ADSS model should adapt well to exams: examining and admissions are essentially similar processes, with different parts of the University responsible for adding information to candidates' records at different stages.

Finally, I should like to record my profound gratitude to the [REDACTED] worked tirelessly and efficiently, devoting long days and weekends to ironing out all of the problems involved in, and incident upon, our transition to an online examination format. Her expertise, experience, and cheerful disposition contributed greatly to the board's ability to do its work. I can't imagine how we would have functioned without her steady support.