

**CARLETON UNIVERSITY COMMITTEE ON  
QUALITY ASSURANCE  
Cyclical Review of the undergraduate and graduate programs  
in Architecture  
Executive Summary and Final Assessment Report**

This Executive Summary and Final Assessment Report of the cyclical review of Carleton's undergraduate and graduate programs in Architecture are provided pursuant to the provincial Quality Assurance Framework and Carleton's Institutional Quality Assurance Process (IQAP).

**EXECUTIVE SUMMARY**

The undergraduate and graduate programs in Architecture reside in the Azrieli School of Architecture and Urbanism, a unit administered by the Faculty of Engineering and Design.

As a consequence of the review, the programs were categorized by Carleton University's Senate Quality Assurance and Planning Committee (SQAPC) as being of good quality. (Carleton's IQAP 7.2.13-7.2.14).

The External Reviewers' report offered a very positive assessment of the programs. Within the context of this positive assessment, the report nonetheless made a number of recommendations for the continuing enhancement of the programs. These recommendations were productively addressed by the Director of the School of Architecture and Urbanism and the Dean of the Faculty of Engineering in responses to the External Reviewers' report and Implementation Plan that was submitted to SQAPC on February 9, 2023.

**Architectural Studies**  
**Unit Response to External Reviewers' Report & Implementation Plan**  
**Programs Being Reviewed: Undergraduate and Graduate Programs**

**Note: This document is forwarded to Senate, the Quality Council and posted on the Vice-Provost's external website.**

**Introduction & General Comments**

*The Department/School/Institute was pleased to receive the Reviewers' very positive External Reviewers' Report on March 7, 2022. This Report was shared with our faculty and staff, and we are committed to the continual improvement of our programs to enhance the student, staff, and faculty experience. This document contains a response to the External Reviewers' Report and an Implementation Plan (Section B), created in consultation with Dean Larry Kostiuik, Faculty of Engineering & Design.*

For each recommendation, **one** of the following responses was selected:

**Agreed to unconditionally:** used when the unit agrees to and is able to take action on the recommendation without further consultation with any other parties internal or external to the unit.

**Agreed to if additional resources permit:** used when the unit agrees with the recommendation, however, action can only be taken if additional resources are made available. Units must describe the resources needed to implement the recommendation and provide an explanation demonstrating how they plan to obtain those resources. In these cases, discussions with the Deans will normally be required and therefore identified as an action item.

**Agreed to in principle:** used when the unit agrees with the recommendation, however action is dependent on something other than resources. Units must describe these dependencies and determine what actions, if any, will be taken.

**Not agreed to:** used when the unit does not agree with the recommendation and therefore will not be taking further action. A rationale must be provided to indicate why the unit does not agree (no action should be associated with this response).

**Calendar Changes**

None of the action items we intend to implement will result in calendar changes.

**Hiring**

Where an action item requires additional hiring (faculty or staff), the Dean of the faculty and members of the unit will be made aware.



<p>2. There is an urgent need to update an iconic and beloved architecture building. (Weakness)</p>	<p><b>Agreed to unconditionally</b></p>	<p>The concern for the need to update the Architecture Building is shared by the ASAU Faculty Board and enjoys broad support among Architecture alumni. In addition, the state of the Architecture Building was also raised as a critical concern by the Canadian Architectural Certification Board (CACB) in the Visiting Team Report of 2017 (non-met Condition 7: Physical Space).</p> <p>In June 2021, former Director Jill Stoner provided the CACB with a document prepared by the Toronto firm LGA outlining various approaches to the renewal of the Architecture Building. These included life-cycle and energy performance upgrades and multiple scales of alterations to address deficiencies in teaching, workshop, labs, and research spaces.</p> <p>The CACB responded with a request for additional information. In September 2021, an addendum was submitted by the Interim Director, Federica Goffi, outlining how the ASAU has been addressing maintenance while developing a feasibility study that addresses the issue holistically. The Report included a list of work completed by Facilities Management and Planning (FMP) over the last six years, for which expenditures totaled \$2,845,500.</p> <p>On July 1, 2021, the ASAU Interim Director began discussions with the Advancement Office, FMP, and FED Dean Larry Kostiuik on fundraising for the building. The ASAU will need the approval and support from the Board of Governors of Carleton University to undertake what is expected to be a multi-million-dollar capital campaign. The School is in the early stages of planning for a meeting with the President and Provost. Pending</p>	<p><i>Interim Director &amp; Members of the Building Renewal Committee</i></p>	<p><i>Ongoing: June 2021</i></p> <p><i>September 2021</i></p>	<p><i>N</i></p>
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		<p>their approval of the initiative, a presentation will be made to the Board of Governors.</p> <p>These meetings, which are expected to take place during the Summer or Fall of 2022, are essential in deciding the scale of the renewal project and the fundraising campaign.</p> <p>The School hopes to move forward with a proposal that accommodates growth over the next ten years. A modest expansion would enable us to welcome additional students in new and existing programs, notably a new Master of Architecture and Urban Design (MAUD) program and a new Master of Adaptive Architecture (M+AA). Other opportunities for expansion and growth are also under discussion.</p> <p>We also envision an innovative approach to energy retrofits that would respect the heritage value of the building and put us at the forefront of sustainable building practices in Canada. We envision the renovation of the building to be a case study for other architecturally significant, mid-century buildings around the world, many of which require life-cycle reinvestment. It is anticipated that the renovation and possible expansion of the building would be funded through support from the donor(s), the Faculty of Engineering and Design, and Carleton University. We hope to identify the best path forward and secure funding before the next CACB accreditation visit, scheduled for Fall 2024.</p>		<p><i>July 2021-ongoing</i></p> <p><i>Summer/Fall 2022</i></p> <p><i>Fall 2024</i></p>	
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<p>3. The library budget is too small. Financially support alliances with extensive digital archives of architectural images such as Sahara’s Society of Architectural Historians. Increase the acquisition budget to fill the ongoing gap in architecture books authored by women and about women designers. (Weakness)</p>	<p><b>Agreed to if additional resources permit (describe resources)</b></p>	<p>MacOdrum Library’s collection includes a significant number of books on architecture (third floor), urbanism and cities (fourth floor), and periodicals (basement). With the pivot to online resources (e.g., the Haiti Trust), students and faculty now access even more resources, including digital subscriptions. The interlibrary loan system is excellent for ordering books or requesting digital scans. Members of the Carleton community may also borrow books from the University of Ottawa.</p> <p>The library has been very responsive to our requests for acquiring resources, helping students and faculty access them, and preparing courses (e.g., assessing copyright limits, putting resources on reserve, etc.). In addition, the Library Reserves staff scans course readings and uploads materials to ARES in Brightspace. The latter is especially helpful as it allows access to readings from off-campus.</p> <p>The Carleton University Librarian for Architecture, Kristof Avramson, and Dr. Inderbir Riar, who serves as the faculty liaison with the MacOdrum library, have been made aware of this concern. However, as we believe this concern may result from a misunderstanding, we’ve asked Mr. Avramson to communicate with faculty and students to make them aware of what resources are available and how to make requests to supplement the collection.</p> <p>It is worth noting that Mr. Avramson leads a research methods workshop in ARCH 2300/5010, which means that all BAS and M.Arch students acquire knowledge of how to tackle university-level library research.</p>	<p><i>Interim Director</i></p> <p><i>Library Faculty Liaison Inderbir Riar</i></p> <p><i>Carleton University Librarian Kristof Avramson</i></p>	<p>2022-2023</p>	<p>N</p>
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<p>4. Support a faculty hiring plan that responds to finishing term appointments, upcoming retirements, and the size of programs. Open part-time teaching positions. Analyze how administrative tasks are performed and make necessary changes to become more efficient. (Concern)</p>	<p><b>Agreed to if additional resources permit (describe resources)</b></p>	<p>Term appointees, which are generally only available to fill open positions temporarily, offer the School the opportunity to introduce new perspectives. Term appointees are encouraged to apply for full-time jobs.</p> <p>The possibility of establishing part-time “professor of practice” positions has been raised and could be considered in future tenure-track searches. Indeed both Professors Lucie Fontein and Paul Kariouk, both regular faculty appointees, have occupied such positions recently. However, the School would have to assess the cost of such appointments compared to our current practice of acquiring such expertise by hiring practicing professionals as Contract Instructors.</p>	<p><i>ASAU Interim Director</i> <i>Dean, FED &amp; ASAU Faculty Board</i></p>	<p><i>TBD</i></p>	<p><i>N</i></p>
<p>5. It would be normal for a school of this size to have a communication officer and/or a community outreach position. The reviewers recommend that more support staff be added to the school. (Concern)</p>	<p><b>Agreed to if additional resources permit (describe resources)</b></p>	<p>The School currently has such a position (Special Programs and Communications Officer, Maria Cook), funded through revenues from its non-degree, professional development, and summer programs. As the duties of this position include administrative support of these programs, however, her focus is divided. If the School requests a regular staff position dedicated to communications, i.e., one funded through its base budget rather than through revenues, it would likely be asked to reallocate existing staff resources. While highly desirable, it seems unlikely that the Dean would approve additional staff support, especially given the recent addition of the Building Curator position in 2021/22, which is being funded on a year-to-year basis.</p> <p>Much of the workload of the Undergraduate Administrator is the result of regular program (Calendar) changes. As a result, much of her time is spent dealing with exceptions and keeping track of student requirements in different program years and those who are “out of sequence.” While the</p>	<p><i>ASAU Director</i></p>	<p><i>2022-2023</i> <i>2023-2024</i></p>	<p><i>N</i></p>

		<p>Curriculum Committee has been attempting to address this, changes cause even more complications in the short term.</p> <p>Scheduling is also complex, especially on the undergraduate level, where so many courses are required and must be taken in a specified sequence, and accommodations must be made for students (i.e., those on co-op) who are out of sequence.</p> <p>As it is gearing up to add two new graduate programs (MAUD, M+AA), the School must be mindful of the additional burden on the regular admin staff. As envisioned, however, the faculty and administrative resources required to support the MAUD program would be covered by its revenues. It may even become possible to reallocate administrative duties relating to other special programs to the individual(s) hired to administer the MAUD program, i.e., consolidate administrative responsibilities for all special (revenue-generating) programs to enable the Communications Officer to focus exclusively on communications, and community outreach.</p>		<p><i>MAUD</i></p> <p><i>M+AA launch: Fall 2024 / Fall 2025</i></p>	
<p>6. Need for studio teaching and architectural history courses to include a larger number of case studies where the lead designed was a woman and increase global references. (Concern)</p>	<p><b>Agreed to in principle</b></p>	<p>We agree with this recommendation in principle, and intend to make appropriate changes, pending discussion with the appropriate individuals and further clarification. As we are preparing for the upcoming CACB accreditation (Fall 2024), we will plan to thoroughly review our syllabi and advise faculty and instructors to ensure that the scholarship of women in architecture and other fields is not overlooked. Our preparations will begin this summer, and the advice will be sent out to faculty and CI to prepare the writing and updating of syllabi for the next academic year (2022-2023).</p>	<p><i>Director</i></p> <p>+</p> <p><i>Accreditation Committee</i></p> <p>+ <i>Graduate and Undergraduate Curriculum Committees</i></p>	<p><i>Summer 2022</i></p>	<p><i>N</i></p>



<p>7. The building is a valuable teaching tool in the study of mid-modern conservation. Take heritage qualities of the building seriously. Draw on local organizations such as the National Capital Commission and create a public venue visible from the street where architectural models of proposed projects for Ottawa could be exhibited and discussion to occur. This could be integrated into Urban Design and Conservation programs. (Opportunity)</p>	<p><b>Agreed to in principle</b></p>	<p>The Architecture Building is indeed a teaching tool integrated into the pedagogy of the school, starting from the first year of the Bachelor of Architecture Studies (BAS) into graduate programs. First-year students survey and document the building using analog methods (i.e., drawing and drafting by hand). Structures and building technology courses regularly reference the building, leveraging the fact that structural elements, plumbing, electrical, and mechanical systems are exposed. Finally, students in upper-level conservation courses, including the Graduate Diploma in Architectural Conservation, undertake regular heritage and conservation assessments of the building.</p> <p>The School envisions the renovation of the Architecture Building as an opportunity to showcase innovative approaches to the conservation of mid-century modernist and brutalist buildings in Canada while adapting them to changing uses and needs and improving their energy performance.</p>	<p><i>Director</i> + <i>Associate Directors &amp; Coordinator of the Architectural Conservation program</i></p>	<p><i>Ongoing</i></p>	<p><i>N</i></p>
<p>8. For the school to be its own faculty, independent from the Faculty of Engineering. Grow relationships with industrial design through joint studios and research opportunities with create non-accredited programs (landscape, interior design). Create relationships with art history, museology. (Opportunity)</p>	<p><b>Agreed to in principle</b></p>	<p>This recommendation might reflect a preference on the part of the external reviewers since the architecture programs at both Dalhousie and the Université de Montréal are within stand-alone faculties of Architecture and Planning.</p> <p>The Azrieli School of Architecture and Urbanism would need a significantly larger endowment and considerably more students (programs, degrees, etc.) to make a case for being a stand-alone faculty. Even with plans both to grow existing programs and introduce new ones (e.g., the Master of Architecture and Urban Design, the Master of Adaptive Architecture (M+AA), and, potentially, a Master of Landscape Architecture and a</p>	<p><i>Director / Dean</i></p>	<p><i>Ongoing</i></p>	<p><i>N</i></p>

		Master of Planning), further study is required to determine whether this is desirable or feasible.			
9. Consider entrepreneurial initiatives as a form of curricular and professional enrichment. (Opportunity)	<b>Agreed to in principle</b>	<p>This could be a significant area of expansion and growth for the school. We are a professional school, and part of the education is for students to learn about the business aspect of the profession. We are already collaborating with the Business School, and open to future collaborations with them. We continue to be interested in how entrepreneurial activities take form in architecture and have impact beyond academia, and defining further the type of profit and social capital it can build. Much of this is already happening through the school's research labs, most particularly through Carleton Immersive Media Studio CIMS Carleton Sensory Architecture and Liminal Technology Laboratory CSALT, as well as through the Action Lab. Participation of our MArch and Ph.D. students in the research labs often lead to new projects, such as partnership in robotic design for manufacturing (currently funded by MITACS and supported by industry partners), or work on the development of digital twins for cities in Canada. In addition, the labs connect with various institutions nationally and internationally, with industry partners, local communities and municipalities, government organizations, etc. We could envision these opportunities being integrated more intentionally in the curriculum, whether as elective courses or through funded directed research opportunities at the graduate level.</p> <p>The future expansion of such collaborations could entail reinvigorating the connection with architecture firms in Canada and abroad through different types of partnerships and sponsorships, such as those funded by</p>	<i>Director</i> <i>Faculty Board</i>	<i>Ongoing</i>	<i>N</i>

		<p>MITACS, or exploring the possibility of interdisciplinary ventures that could be connected to CU@Kanata, as we have already worked with researchers at Hub 350. Ultimately, we are open to initiatives and resources that could support us in this area, particularly as entrepreneurship is one of the University's priorities.</p>			
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