

**PAPM 1001B - IN-PERSON COURSE
Policy: Analysis, Implementation, and Evaluation**

Instructor: Dr. Tiziana Carafa **Course time:** Tuesdays: 8:35a.m. to 11:25a.m
E-mail: tizianacarafa@cunet.carleton.ca
Office hours: Tuesdays: 11:45a.m. to 1:00p.m.
at Arthur Kroeger College in D 199F

Brightspace course page: [Homepage - PAPM1001W The Policy Cycle \(LEC\) Winter 2026](#)
First lecture starts on Tuesday, January 6, 2026.

CALENDAR DESCRIPTION

Policy: Analysis, Implementation, and Evaluation

The processes of policymaking, implementation and evaluation. Forces that shape policy deliberations and alternative tools for managing policy action and policy evaluation. Theoretical approaches to understanding the origins of policy, and methods by which programs are designed and assessed.

PRECLUDES additional credit for PAPM 2000.

COURSE DESCRIPTION AND OBJECTIVE

The objective of this course is to introduce students to how the public policy cycle works in Canada. This is a foundational course that introduces students to the policymaking process, its implementation, and its evaluation. It will examine the phases that comprise the development of policies and programs considering the challenges faced by policymakers, researchers, and evaluators.

The course will also discuss the contribution of the different forces shaping policy deliberations and the tools for managing policy design and program evaluation.

To better illustrate this contribution as well as the methods by which policies are designed and programs are assessed, we will examine specific policy sectors, such as Science Policy, Environmental Policy and Health Policy.

LEARNING OUTCOMES

At the end of the course, students will be able to:

1. Identify the phases of the policy cycle (i.e., policymaking process, instruments, implementation, evaluation) and some of the challenges associated with them.
2. Describe the different theoretical frameworks for analysing and understanding public policy and explain the differences between them.
3. Evaluate the contribution of the different forces affecting policy and program development both nationally and internationally.
4. Explain the challenges for implementing science and evidence-base in policymaking.
5. Engage in critical and respectful discussions with classmates and instructor.

This course includes 13 lectures, which take place every Tuesday from 8:35a.m. to 11:25a.m. While one cannot anticipate students' individual learning differences, it is estimated that students would be requiring about 5 hours weekly to reading and preparing for the tests, in addition to the time required for lectures' attendance.

COMMUNICATION

Course information, including grades and feedback, is distributed through the Brightspace course page. It is the students' responsibility to monitor their Carleton University Brightspace for the course and Carleton email.

All e-mail communication must be done using the official Carleton University e-mail accounts. E-mail communication from the instructor and from students should include in the subject heading of the email the course code, that is PAPM1001B and the main topic of the e-mail.

Administrative Issues. E-mail communication should be used for administrative purposes, such as setting office hours appointment or clarifications on course requirements.

Learning Material. For issues linked to the learning material, please set up an appointment with the instructor during office hours or consult the instructor during the weekly lectures.

DO NOT wait until the end of the term to get in touch with the instructor as the instructor can no longer address the issue at that point.

COURSE FORMAT

Each class will follow primarily a lecture format. Class lectures will serve to review and complement the readings. The written evaluation components will be based both on the readings and the lectures.

Lectures will be delivered using PowerPoint slides which serve as a framework to assist students in taking notes during the lecture, as well as in studying and preparing for the tests.

PowerPoint slides will be available to students on the day of the lecture on Brightspace.

Were a lecture topic not covered during the assigned week, it will carry over to the following class lecture.

Lectures also include eliciting student engagement and group activities drawing and expanding on the assigned readings. Discussions engage critical thinking, and it is expected that students will always be respectful and civil towards their classmates and the instructor during these discussions.

Recording and cellphone use

Recording of class lectures are not allowed. Students should place their cell phone in silent mode during lectures.

Use of Artificial Intelligence

Any use of generative artificial intelligence (AI) tools to produce assessed content (e.g., video, text, code, equations, image, summary, etc.) is not allowed.

Snapshot of Evaluation Elements		
ELEMENTS	DEADLINES	% FINAL GRADE
Attendance at lectures	Every Tuesday from 8:35a.m. to 11:25p.m. Duration: January 6 to April 7, 2026 Total: 13 classes.	13%
ASSIGNMENT		
Certificate of GBA+ course completion	No later than 8 p.m. of February 14, 2026. Individual student Completion certificate must be uploaded in the Brightspace GBA+ certificate Module.	12%
WRITTEN IN-PERSON TESTS		
Test #1	January 27, 2026	15%
Test #2	March 3, 2026.	30%
Test #3	Final Formal Examination	30%
TOTAL		100%

EVALUATION ELEMENTS DESCRIBED

ATTENDANCE

The PAPM1001B is an in-person course, and attendance in class is a graded component of the course.

Please arrive on time and check in with the instructor, otherwise your attendance will be noted as absent. The attendance for each class will be posted on the Brightspace Attendance register within one calendar day after the class lecture.

Students missing any of the lectures should ensure to review the PowerPoint slides for the missed lecture and consult with their classmates. Students can also meet with the instructor during office hours. This should take place soon after the missed lecture.

This element of the evaluation contributes to 13% of your final grade.

ASSIGNMENT: Certificate of completion for the Gender-based Analysis Plus (GBA+)

The objective of the GBA+ assignment is to provide students with some insights on a practical aspect of policymaking. To complete the assignment the student **MUST** do the online course at [GBA+ Course](#). A passing score of at least 80% is required to obtain a **certificate of completion**.

The assignment should take anywhere between 2 to 4 hours. The student can take the GBA+ course individually or with their classmates.

However, each student must have his/her **OWN** certificate of completion. **Each student** will have to upload his/her own certificate of completion in the Brightspace GBA certificate module by **8 pm of February 14, 2026**.

Certificates that have been obtained prior to the start of this course might be accepted provided they were completed between October 1, 2025, and the start of the course.

This element of the evaluation contributes to 12% of your final grade. If you do not successfully complete the GBA+ course and submit your certificate by February 14, you will be graded 0 for this evaluation element of the course.

WRITTEN IN-PERSON TESTS

Test #1: to be written in the classroom on **January 27, 2026**. It will evaluate students on the material (readings and lectures) covered from week 1 (including course outline) to week 2 inclusive. The test will consist of two different sections: (i) multiple choice questions, and (ii) short answer questions. The answers **MUST** be legible.

The test is marked on 100 points and contributes to 15% of the final grade.

Test#2: To be written in the classroom on **March 3, 2026**. It will evaluate students on the material (readings and lectures) covered from week 1 (including course outline) to week 6 inclusive. The test will consist of three different sections: (i) multiple choice questions, (ii) short answer questions and (iii) short essay questions. The answers **MUST** be legible.

The test is marked on 100 points and contributes to 30% of the final grade.

Test# 3 (Final Formal Examination): The final exam will be held during the exam period. Please **consult Carleton University exam schedule** for dates, location and procedures for taking final exams.

The final exam will evaluate students on the material (readings and lectures) covered in the course, from week 6 to 13 inclusive. The test will consist of three different sections: (i) multiple choice questions, (ii) short answer questions and (iii) short essay questions. The answers **MUST** be legible.

The final exam is marked on 100 points and contributes to 30% of the final grade.

Test Procedures

All three tests are taken by each student singly and not in groups. Students are not to consult the textbook, nor their notes, nor their peers, nor the internet, nor any material used during the lectures. Use of any communication technology (such as AI or digital photos) is also prohibited. Students are not to discuss nor share any of the questions used in the written in-person tests with other students.

Assessment Criteria

Details on the assessment criteria used to provide feedback on the tests will be available on Brightspace and presented during the week 1 lecture. The lecture will also include information on timelines for returning tests.

Deferral on the tests #1 and #2

If students encounter extenuating circumstances that temporarily hinder their capacity to take test #1 & test #2, they **must inform the instructor at tizianacarafa@cunet.carleton.ca before the test dates, where possible, or no later than 24 hours after the test.**

Extenuating circumstances are circumstances that:

- are beyond a student's control
- have a significant impact on the student's capacity to meet their academic obligations; and
- could not have reasonably been prevented.

Experiencing diverse challenges and stressors is considered typical within the university experience - for example, managing workload, competing deadlines, inclement weather, amongst others - are not considered extenuating circumstances.

Requests for deferrals of test #1 and test #2 are not automatically approved. The instructor can ask students to submit (via email and/or hardcopy) the Academic Consideration for Coursework Request Form: <https://carleton.ca/registrar/academic-consideration-coursework-form/>. Were the instructor to grant the request, the tests should be taken within 5 days or less.

Bear in mind that providing false or misleading information to avoid taking a test is a violation of Academic Integrity Policy.

E-proctoring is not applicable and will not be used for the course.

Deferral of Test #3 (Final Formal Examination)

Once the date for the final formal examination is scheduled, instructors cannot grant permission to defer the exam. **The student must apply to the Registrar's Office (RO).** Please consult the Registrar's website [Deferred Final Exams](#) regarding deadlines, rules and procedures governing deferred final examinations, and for a list of frequently asked questions see [RO-FAQ](#).

Please note that deferred final exams, which as noted above must be applied for at the RO, are available ONLY if the student is in good standing in the course. In the PAPM1001B, to be in good standing the student must have taken the two in-class tests (Test#1 & Test #2); attended at least 9 of the 13 lectures; and obtained the GBA+ certificate of completion.

TEXTBOOK

Many of the reading materials in the course are available either through hyperlink or in Ares.

However, the instructor will be using primarily the following textbook: Leslie A. Pal, Graeme Auld, and Alexandra Mallett (2021). *Beyond Policy Analysis: Public Issue Management in Turbulent Times* (6th edition). Toronto: Nelson Education Ltd.

The Campusebookstore provides students an eBook option for \$83.00. The textbook is also available on Reserve at Carleton's MacOdrum Library.

The first chapter of the textbook, which will be presented and discussed in Week 2, is available in Ares.

From time to time, the instructor may assign additional readings in preparation for class discussion.

In the Course Calendar and Reading List section, the textbook is referred to as Pal et al.

COURSE CALENDAR AND READING LIST

Week 1- January 6: Introduction to the Course: Content and format, textbook, readings, evaluation elements (e.g., format, assessment criteria and timelines).

Required Readings:

- Course outline
- Brightspace Course page and Ares.

Students should ensure to have access to the Brightspace course page.

Week 2 - January 13: Public Policy and Policy Analysis (Concepts and Practices)

Required Reading:

Pal et al., Ch. 1: Policy Analysis: Concepts and Practice, pp. 1-32. (Available in Ares)

Students should ensure to have access to the Internet.

Week 3 - January 20: Agenda Setting and the Bureaucracy

Required Reading

- Pal et al., Ch. 3: Agenda-Setting and Problem Solving in Policy Analysis, pp. 119-122.
- Hon. Mark Carney (May 21, 2025). [Mandate letter](#) .Office of the Prime Minister.
- Nicole Brockbank (February 2, 2024). [Supreme Court Ruling on Ontario's mandate letters](#) . Canadian Broadcast Corporation.
- The Bureaucracy. Christopher Cochrane, Kelly Blidook, and Rand Dyck (2020). Canadian Politics: Critical Approaches (9th edition). Toronto: Nelson Education Ltd., pp. 503-512. (Available in Ares)

Week 4 - January 27: Test 1 + State-Society Relations and its Impact on Policymaking

Required Reading:

- Pal et al., Ch. 6: Policy Actors, Communities, and Networks, pp. 273 -289.
- Pal et al., Ch. 2: Governance and Democracy (section on Populism), pp. 83-89.

Test #1 will evaluate students on the material (readings and lectures) covered from week 1 (including course outline) to week 2 inclusive.

Week 5 - February 3: Public Policy Decision-Making Models

Required Reading:

- Howlett, M., M. Ramesh, and A. Perl (2009). Public Policy Decision Making. In Studying Public Policy: Policy Cycles and Policy Subsystems, 3rd Edition. Oxford University Press, pp. 139-159. (Available in Ares)

Week 6 - February 10: Science Policy and Evidence-Based Policymaking

Required Reading:

- Howlett, M (2009). Policy analytical capacity and evidence-based policymaking: Lessons from Canada. Canadian Public Administration 52(2):153 -157. (Available in Ares)
- Richards, G. (2017). How Research-Policy Partnerships Can Benefit Government: A Win-Win for Evidence-Based Policymaking. Canadian Public Policy, Vol. 43(2), pp. 165-170. (Available in Ares)
- Pal et al., Ch. 8: Policy Communication, pp. 374-377.

February 17 - reading week: no class

Week 7 - February 24: Policy Instruments + Review

Required Reading:

- Pal et al., Ch. 4: Policy Instruments and Policy Design, pp. 167-192.
- Pal et al., Ch. 2: Governance and Democracy (section on Trust), pp. 76-83.

Week 8 - March 3: Test #2

The test will evaluate students on the material (readings and lectures) covered from week 1 (including course outline) to week 6 inclusive.

Week 9 - March 10: Policy Implementation + Approaches to Policy Implementation

Required Reading:

- Pal et al., Ch. 5: Policy Implementation, pp. 220-230, and 242-244.
- Lawlor, Andrea and Hopkins, Vince (2022). [Nudging](#). Policy Options.

Week 10 - March 17: Environmental Policy (+ Impact of science and International events)

Required Reading:

- Surtees, Jeff (2017). [Who's the Boss](#). Law Now.
- Miljan, L. (2017). Environmental Policy. In Public Policy in Canada: An Introduction, 7th Edition. Oxford University Press, pp. 315-338. (Available in Ares)

Suggested Additional Reading:

- Peter Zimonjic (September 5, 2025). [Government's Industrial Strategy](#). Canadian Broadcasting Corporation.
- Mark Poynting (September 9, 2025). [Protect Arctic from 'dangerous' climate engineering, scientists warn](#). British Broadcasting Corporation.

Week 11 - March 24: Health Policy: Roles and Responsibilities

Required Reading:

- Miljan, L. (2022). Health Policy. In Public Policy in Canada: An Introduction. 7th Edition. Oxford University Press, pp. 242-263. (Available in Ares)
- Pal et al., Ch. 4: Policy Instruments and Policy Design (Opiod crisis in Canada), pp 199-200.
- Risling, Tracie (February 5, 2018). [Why AI needs nursing](#) Policy Options.

Week 12 - March 31: Program Evaluation + Data for Evidence-Based Programs. + Taking Stock

Required Reading:

- Pal et al., Ch. 7 : Evaluation, pp. 309-329.
- Pal et al., Ch. 2: Performance and Impact Challenge, pp. 98-100.
- [Community Science](#)
- US Center for Disease and Control Prevention (2024). [Evaluation Guide](#) pp 1-6.

Week 13 - April 7: Policy Profession (Skills and Future Challenges) + Final Review

Required Reading:

- Review lessons in preparation for final
- BBC (July 25,2025). [What is AI, how does it work and why are some people concerned about it?](#) British Broadcasting Corporation.
- Van der Linden, Sander (2025-06). Q&A with Sander van der Linden: Trust in science – ScienceDirect. One earth, Vol.8 (6), pp.1-2 (Available in Ares)

APPENDIX

Dates and Deadlines

Registration and Withdrawals: Students are responsible for meeting the deadlines for registration and withdrawals. These dates are provided in the [Academic Calendar 2026](#)

Grading: The system of grades used is listed below.

A+	90-100	B+	77-79	C+	67-69	D+	57-59	F	0-49
A	85-89	B	73-76	C	63-66	D	53-56		
A-	80-84	B-	70-72	C-	60-62	D-	50-52		

Standing in a course is determined by the course instructor, subject to the approval of the faculty Dean. This means that grades submitted by the instructor may be subject to revision. No grades are final until they have been approved by the Dean. As such, final grades posted to Carleton Central are the official and approved ones.

Intellectual Property: Professor or student materials created for this course (including but not limited to PowerPoint lecture slides, lecture notes, learning activities, presentations, case studies, exams, and answers to the exams) remain the intellectual property of the author(s). They are intended exclusively for educational use of students registered in the course. They are not to be published in third party sites, such as social media sites and course materials sites.

It is a violation of the standards of academic integrity to publish, disseminate, or otherwise make available to a third-party instructional material where the instructor has explicitly prohibited their dissemination.

Academic Integrity is an essential element of a productive and successful career as a student. Carleton's [Academic Integrity Policy](#) addresses academic integrity violations, including misrepresentation, plagiarism, unauthorized collaboration, impersonation, obstruction/interference, disruption of instruction or examinations, improper access to and/or dissemination of information, or violation of test and examination rules. Students are required to familiarize themselves with the university's academic integrity rules.

Student Conduct: All communication should be professional and respectful and should uphold the tone of the Student Rights and Responsibilities Policy, found at <https://carleton.ca/studentaffairs/student-rights-and-responsibilities>

Plagiarism: The University Academic Integrity Policy defines plagiarism as "presenting, whether intentionally or not, the ideas, expression of ideas or work of others as one's own." This includes reproducing or paraphrasing portions of someone else's published or unpublished material, regardless of the source, and presenting these as one's own without proper citation or reference to the original source. Examples of sources from which the ideas, expressions of ideas or works of others may be drawn from include but are not limited to books, articles, papers, literary compositions and phrases, performance compositions, chemical compounds,

artworks, laboratory reports, research results, calculations and the results of calculations, diagrams, constructions, computer reports, computer code/software, material on the internet and/or conversations.

Examples of plagiarism include, but are not limited to:

- any submission prepared in whole or in part, by someone else, including the unauthorized use of generative AI tools (e.g., ChatGPT)
- using ideas or direct, verbatim quotations, paraphrased material, algorithms, formulae, scientific or mathematical concepts, or ideas without appropriate acknowledgment in any academic assignment
- using another's data or research findings without appropriate acknowledgement
- submitting a computer program developed in whole or in part by someone else, with or without modifications, as one's own
- failing to acknowledge sources with proper citations when using another's work and/or failing to use quotations marks.

Plagiarism is a serious offence that cannot be resolved directly by the course instructor. The Associate Dean of the Faculty follows a rigorous [process for academic integrity allegations](#) including an interview with the student, when an instructor suspects a piece of work has been plagiarized. Penalties are not trivial. They can include a final grade of "F" for the course.

Student Mental Health: As a student you may experience a range of mental health challenges that significantly impact your academic success and overall well-being. If you need help, please speak to someone. There are numerous resources available both on- and off-campus to support you. For more information, please consult <https://wellness.carleton.ca/>

OTHER AVAILABLE RESOURCES INCLUDE

Emergency Resources (on and off campus)

- Suicide Crisis Helpline: call or text 9-8-8, 24 hours a day, 7 days a week.
- For immediate danger or urgent medical support: call 9-1-1

Carleton Resources

- Mental Health and Wellbeing: <https://carleton.ca/wellness/>
- Health & Counselling Services: <https://carleton.ca/health/>
- Paul Menton Centre: <https://carleton.ca/pmc/>
- Academic Advising Centre (AAC): <https://carleton.ca/academicadvising/>
- Centre for Student Academic Support (CSAS): <https://carleton.ca/csas/>
- Equity & Inclusivity Communities: <https://carleton.ca/equity/>

Off Campus Resources

- Distress Centre of Ottawa and Region: call 613-238-3311, text 343-306-5550, or connect online at <https://www.dcottawa.on.ca/>
- Mental Health Crisis Service: call 613-722-6914 or toll-free 1-866-996-0991, or connect online at <http://www.crisisline.ca/>
- Empower Me Counselling Service: call 1-844-741-6389 or connect online at <https://students.carleton.ca/services/empower-me-counselling-services/>
- Good2Talk: call 1-866-925-5454 or connect online at <https://good2talk.ca/>
- The Walk-In Counselling Clinic: for online or on-site service <https://walkincounselling.com>

Requests for Academic Accommodations: Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request processes, including information about the *Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances*, are outlined on the [Academic Accommodations website](#)

These include:

[Academic Accommodations for Students with Disabilities](#)

[Pregnancy obligation](#)

[Religious obligation](#)

[Survivors of Sexual Violence](#)

[Accommodation for Student Activities](#)

[Academic Consideration for Medical and Other Extenuating Circumstances](#)

[Scheduling and Examination Support](#)