

# FPA *in* Motion 2018

*Reflection and  
Celebration*



Carleton  
UNIVERSITY

FACULTY OF  
Public Affairs





# **Reflection and Celebration**

In 2013, the Faculty as a whole undertook a process to map out a five-year vision for FPA.

Over the course of extensive consultations and numerous meetings, conversations were held about the guiding principles of our Faculty and the different ways we might be able to apply those principles to concrete, measurable initiatives.

The result was *Moving FPA Forward: Priorities and Directions for the Faculty of Public Affairs, 2013-2018*.

Through this document, we intended to lay down a strong foundation for initiatives that would become an essential part of who we are and what we do in FPA.

The present document has two main functions. As with previous editions of *FPA in Motion*, highlights from a specific year—in this case, 2018—will first be offered. Then, we'll look back on the entire period since *Moving FPA Forward* was launched.

With this retrospective, we'd like to reflect on those plans we made five years ago and share some of the key developments that have occurred since 2013. There is a lot to celebrate as we look back over this time. We also learned a few lessons that will help us plan for the future.

I hope you find this report both informative and inspiring.

As always, I welcome your feedback at [andre.plourde@carleton.ca](mailto:andre.plourde@carleton.ca).

All the best,



André Plourde  
Dean, Faculty of Public Affairs

# **2018 Initiatives**

With thousands of students, hundreds of classes and millions of dollars in research grants, FPA is a thriving and bustling community.

Consequently, making substantive changes and improvements in the midst of day-to-day administration, teaching and research duties poses a challenge to all of us.

But for the fifth year in a row, FPA rose to that challenge. So many of you applied your expertise, creativity and efforts to launch a number of initiatives that will improve the educational experience of our students and the quality of our research.

***Here are a few of the promising initiatives that began in our Faculty in 2018.***



## **Priority A:**

*Improve the accessibility and effectiveness of our courses and programs through the application of online resources.*

## **BGInS Global and International Group Project**

Every student in the Bachelor of Global and International Studies BGInS program—offered jointly with the Faculty of Arts and Social Sciences—is required to complete an international learning experience, but not every student is able to travel abroad.

This project enables students to gain real-world research and project development experience at the international level and to do so without leaving campus.

Through a partnership with the nongovernmental agency CUSO International, BGInS students use technology to collaborate with an international partner on community projects while remaining at Carleton.

In 2018, the class conducted research and developed proposals for an urban farming organization in Peru. In 2019, they will help CUSO International develop programming for the empowerment of women and youth in Myanmar, Laos and the Philippines.

In return, the students develop “practical skills in multi-scalar research, policy analysis and participate in the development of community-based programming.” They also forge valuable professional connections.

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## **Priority B:**

*Create opportunities for our faculty and students to engage with issues affecting the public interest.*

### **Bachelor of Media and Production Design (BMPD)**

The way we connect with each other has been undergoing massive change, and our School of Journalism and Communication continues to evolve in response.

This year, the school accepted its first cohort in the [Bachelor of Media and Production Design \(BMPD\)](#) honours degree program. Launched by the Journalism program in collaboration with the School of Information Technology (Faculty of Engineering and Design), the BMPD includes components of non-fiction storytelling, design thinking and web technologies that will enable graduates to produce complex and engaging content.

### **Bachelor of Journalism concentration in health sciences**

In addition, the School's Journalism program became the first in Canada to offer a [concentration in health sciences](#) for Bachelor of Journalism students. This is a particularly important focus of study as these future journalists will be responsible for communicating the findings of scientific research to the general public within historical, ethical and political contexts.

## **Priority C:**

*Transform FPA into a more effective platform for engaging broader publics in Public Affairs issues.*

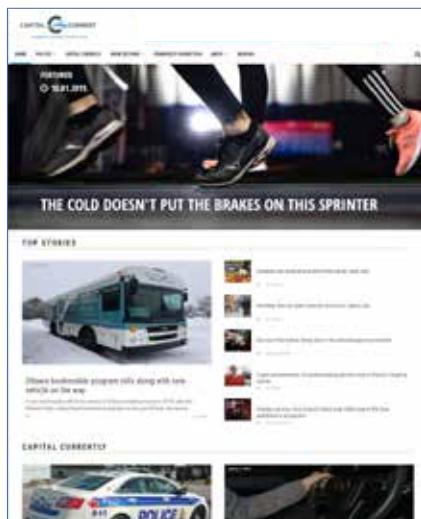
### **The Riddell Forum**

Immigration policy in the era of political polarization was the focus of the inaugural Riddell Forum in 2018.

The Forum, hosted by the Clayton H. Riddell Graduate Program in Political Management, brought together a panel of experts to discuss a pressing political issue in front of a live audience.

The 2018 panel, moderated by Jennifer Ditchburn, editor-in-chief of *Policy Options* magazine, included Rachel Curran, senior associate at Harper & Associates; Nicholas Keung, immigration reporter at the *Toronto Star*; Jamil Jivani, visiting professor at Osgoode Hall Law School; and Andrew Griffith, fellow at the Canadian Global Affairs Institute and the Environics Institute.

The Riddell Forum was held downtown, at the National Arts Centre, thus bringing Public Affairs even closer to “official” Ottawa.



### **Capital Current**

It was also a year to bid farewell to the long-running student newspaper *Centretown News* and welcome the Journalism program’s new digital publication, *Capital Current*. The new publication covers Ottawa’s numerous communities — whether demographic, geographic or other — and fills crucial gaps in the city’s local news and information coverage.

The content is produced by senior students, both undergraduate and graduate, and also features the best of the journalism produced by all students in the program.

Visit [Capital Current](#) to subscribe to their weekly newsletter.



## **Priority D:**

*Foster FPA's involvement in training and educating public officials and citizens in Canada and abroad.*

### **Efficiency Canada**



Energy efficiency has been an under-appreciated component in the efforts to reduce Canada's greenhouse gas emissions. [Efficiency Canada](#), a new national organization focused on harnessing energy efficiency, is hoping to change that.

The group brings together academic researchers, industry representatives, utilities and governments to undertake research and advocate for better public policy in the areas of energy efficiency and the environment.

The November launch featured remarks from federal Finance Minister Bill Morneau, Carleton President Benoit-Antoine Bacon and Efficiency Canada Executive Director Corey Diamond.

Professor James Meadowcroft of the School of Public Policy and Administration is the organization's academic lead and a climate policy researcher. He and Dean André Plourde, an energy economist, are on the organization's governing council.

### **Certificate in Nunavut Public Services Studies**

A shared interest in building leadership opportunities for Inuit students in the area of public service led to this initiative.

The basis is a partnership between the School of Public Policy and Administration and Nunavut Sivuniksavut, a post-secondary program that prepares Inuit students for public-service leadership. Six students participate in the two-year pilot project, launched in 2018.

The pilot project includes two work placements in federal departments such as Statistics Canada, Employment & Social Development Canada, and Crown-Indigenous Relations and Northern Affairs Canada.

Students will also be required to take courses from a number of academic units at Carleton in the Winter and Fall terms of 2019. The courses will include *Management of Federal-Territorial Relations*, *Democracy in Theory and Practice*, *Introduction to Microeconomics*, and more.

## **Priority E:**

*Enhance our capacity to deliver research and programs of study effectively.*

### ***Enhancing Research***

The research of our faculty members continues to be recognized by national and international funding organizations.

For instance, in 2018, FPA researchers received a total of 17 grants from the Social Sciences and Humanities Research Council (SSHRC), including a prestigious Partnership Grant.

The Faculty itself also continued its recognition of outstanding researchers with the awarding of the FPA Research Excellence Chair at the Associate Professor level. Graeme Auld of the School of Public Policy and Administration received the honour for his work on private certification programs and the design and implementation of regulations.

The Faculty also expanded its supports for researchers. A *Research Time Award Program* was launched, which offers teaching reductions for successful Tri-Agency grant holders. Targeted financial support was also made available for those holding select administrative positions in the Faculty for an extended period of time.

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FPA's many international experience opportunities and international partnerships add significant value to our degree programs.

### ***New Programs of Study***

FPA's many international experience opportunities and international partnerships add significant value to our degree programs. Two new dual master's programs began this year, with another soon to begin.

The Institute of European, Russian and Eurasian Studies (EURUS) introduced a Dual Master's in European Studies with Université Catholique de Louvain and Université Saint-Louis – Bruxelles.

The Department of Political Science also introduced a Dual Master's in Political Science with Universität Luzern.

Toward the end of 2018, the Carleton University Senate gave its approval to an ambitious interdisciplinary program—the Master of Arts in Migration and Diaspora Studies. Bringing together more than 40 faculty members from FPA, the Faculty of Arts and Social Sciences, and the Sprott School of Business, this new program will be the first in Canada to combine migration studies and diaspora studies in one master's degree program. They hope to welcome their first cohort in September 2019.

# **Looking Back at the Last Five Years**

In Economics, we often say that we're better at explaining the past than predicting the future.

So when we as a Faculty decided on priorities and initiatives to include in *Moving FPA Forward* in 2013, we never could have predicted some of the outcomes—positive and negative—that would emerge along the way.

In other words, we took some risks, realized some great successes, and also, learned a few lessons.

But on balance, I believe our Faculty made great strides over this period. That success can be

attributed to the fact that so many staff, faculty, and students embraced the ideas embodied in this plan and advanced them beyond our initial predictions.

I am very grateful to all of you for all that you did to bring *Moving FPA Forward* to life these last five years.

What follows is a timeline of some of the major initiatives in the Faculty over the past five years, as well as a section on “lessons learned”.

I hope you find it both inspiring and informative.

## **Priorities outlined in *Moving FPA Forward*:**

- A** — improving the accessibility and effectiveness of our courses and programs through the application of online resources;
- B** — creating opportunities for our faculty and students to engage with issues affecting the public interest;
- C** — transforming FPA into a more effective platform for engaging broader publics in Public Affairs issues;
- D** — fostering FPA's involvement in training and educating public officials and citizens in Canada and abroad; and
- E** — enhancing our capacity to deliver our research and programs of study effectively.

- C** FPA hires a web support/media specialist
- E** The *Master of Philanthropy and Nonprofit Leadership* (MPNL) program welcomes its first cohort
- C** *Career Paths* project introduced, based on employment outcomes of FPA alumni

- C** *Author Meets Readers* established to bring our research to the public
- C** *Bagels and Banter* created to encourage research collaborations

New external research funding in 2012-13: **\$5.27 million**

Number of Tri-Agency grants obtained (2012-13 application cycle): **14**

## 2013 Initiatives

## 2014 Initiatives

- B C D E** First *FPA Research Month* held
- B** Collaboration launched with Student Experience Office to increase participation in *Alternative Spring Break*
- A** Blended learning initiative undertaken in collaboration with the Educational Development Centre (EDC) (also in 2015)
- E** *Report on Enhancing our Capacity to Conduct our Research and Programs of Teaching Effectively—The Synergies Report* released
- E** *Master of Public Policy and Administration* (MPPA) restructured

- C** FPA hires an event and outreach coordinator and a communications writer
- C** *The FPA Public Commentary Excellence Award* established
- E** *Living Library* held during Research Month (ended 2015)
- C** ODFPA begins post-mortems for events
- D** Two *FPA Professional Institutes* held (ended 2016)
- B** Student outreach program *One Hour to Success* is held

New external research funding in 2013-14: **\$5.27 million**

Number of Tri-Agency grants obtained (2013-14 application cycle): **6**

- E** First cohort of the *Bachelor of Global and International Studies* (BGInS) (with FASS) welcomed to campus
- C** First *FPA in Motion* published
- B** First *180HRE* event held (on hiatus 2018)
- C** *FPA Voices* begins publication
- C** *FPA Connects*, a three-part event series for undergraduates, introduced (ended 2017)
- C** In collaboration with FPA units, created first Ontario Universities Fair products

- C** *FPA Ambassadors* begin performing outreach activities (events, Research Month, etc.)
- D** First *Indigenous Policy and Administration* (IPA) students arrive on campus
- D** *Moving FPA Institutes Forward: White paper report of the ad-hoc committee report on educational and professional institutes* published



## 2015 Initiatives



New external research funding in 2014-15: **\$6.68 million**

Number of Tri-Agency grants obtained (2014-15 application cycle): **13**

- D** Six *FPA Professional Institutes* are held (ended 2016)
- E** FPA awarded a Tier I CRC
- C** *Author Meets Readers* partners with Ottawa International Writers Festival
- C** FPA website revamped
- C** FPA posts virtual tour of Carleton and FPA facilities (ended 2017)
- C** Online recruitment material created for FPA and unit websites
- E** *FPA Partnership Development Grant Support Program* begins
- D** *Synergies Report - Next Steps* published

- D** *Moving FPA Institutes Forward, Next Steps* published
- E** FPA offers travel support for teaching-related conferences
- E** *Research Productivity Bursaries* created
- E** *Bachelor of Communication and Media Studies (BCoMS)* introduced
- E** *FPA Teaching Fellowship* established
- E** *Graduate Diploma in Public Policy and Program Evaluation* first offered online



## 2016 Initiatives

- B** First international experience opportunities for BGInS students
- C** The *75 for the 75<sup>th</sup>* project begins, featuring 75 prominent alumni in honour of Carleton's 75th anniversary
- B** The *Centre for Media in Transitional Societies Developing World Media* introduces partnership with World University Service Canada (WUSC)
- E** *Mandatory internal peer review* begins for external research grant applications
- E** *IPAF 4900*, a research course for undergraduate students, created
- E** Summer research internships begin for undergraduate students
- E** *Bagels & Banter* begins including sessions on teaching practices

- C** Online recruitment information for FPA and unit websites created
- E** *Bachelor of Public Affairs and Policy Management (BPAPM)* revamped
- B C D E** *Centre for European Studies* launches Jean Monnet Centre of Excellence, Jean Monnet Network on Canada-EU Relations, and two Jean Monnet Chairs
- E** The first *Ask André/FPA Spotlight* event held
- D** *FPA Professional Institutes* transferred to Carleton Global Academy



Charlene Elliott, Canada Research Chair in Food Marketing, Policy and Children's Health at the University of Calgary, received her PhD in Communication at Carleton and was named one of the *75 for the 75<sup>th</sup>*

New external research funding in 2015-16: **\$4.94 million**

Number of Tri-Agency grants obtained (2015-16 application cycle): **26**

- CU75 POPS contest held to celebrate Carleton's 75th anniversary
- *Visions for Canada 2042* interdisciplinary conference is held
- *75 for the 75<sup>th</sup>* alumni are invited to campus for a dinner in their honour during *Throwback*
- A limited-run hardcover book featuring the *75 for the 75<sup>th</sup>* alumni is produced
- First *LinkTank*—a networking event for graduate students and alumni—is held



- Three FPA Research Excellence Chairs established
- FPA hires a post-award support officer
- The *Bachelor of Social Work* is revised
- The *Bachelor of Journalism* is restructured

## 2017 Initiatives



- Joint Emerson College/Carleton initiative for Communication and Media Studies students launched
- The *Bachelor of Economics* (BEcon) is introduced
- Accelerated pathways first introduced to ease the transition between select FPA undergraduate and Master's programs



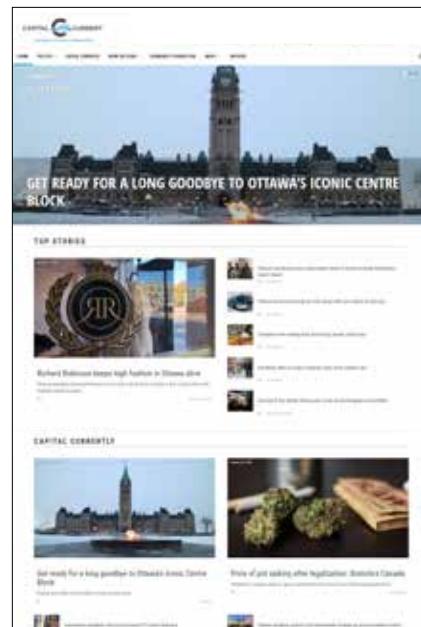
New external research funding in 2016-17: **\$5.29 million**

Number of Tri-Agency grants obtained (2016-17 application cycle): **20**

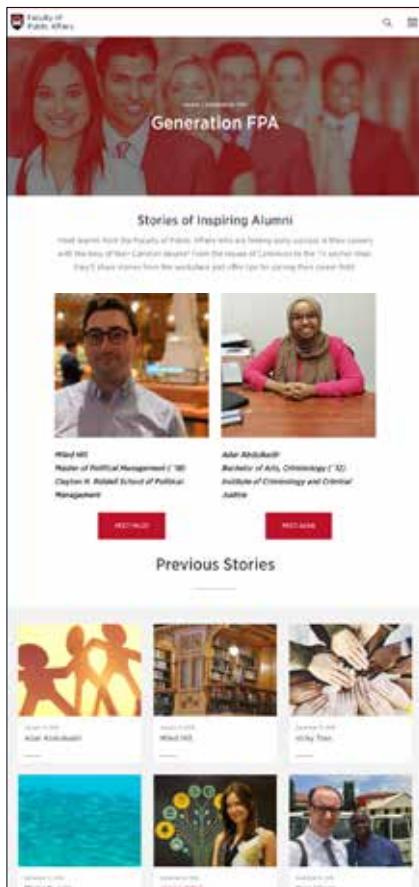
- C** Communications plan created for ODFPA events and publications
- B D** FPA faculty members are instrumental in the creation of *Efficiency Canada*, a national organization promoting energy efficiency
- C** *Generation FPA* alumni project is launched
- C** Data for the *Career Paths* project are updated and shared with FPA academic units
- C** Journalism introduces an online media hub, *Capital Current*, replacing *Centretown News*

- B E** The *International Workplace Experience* pilot project begins (IPAF 3900/3901)

- B** The *Bachelor of Media Production and Design* (with FED) accepts its first students
- B** The *Bachelor of Journalism* concentration in health sciences is launched
- A** BGInS partnership forged with CUSO International to create *BGInS International Group Project*



## 2018 Initiatives



- C** The inaugural *Riddell Forum* is held at the National Arts Centre
- E** FPA launches new *Research Time Award Program*, which offers teaching reductions for successful Tri-Agency grant recipients
- E** FPA offers research support for select administrative position holders
- E** *FPA Research Centres Benchmarking Project* report published

- D** *Certificate in Nunavut Public Services Studies* launched through partnership between School of Public Policy and Administration and Nunavut Sivuniksavut
- E** FPA awarded two Tier II CRCs
- E** *Dual Master's in Political Science* with Universität Luzern
- E** *Dual Master's in European Studies* with Université Catholique de Louvain and Université Saint-Louis — Bruxelles

New external research funding in 2017-18: **\$5.28 million**

Number of Tri-Agency grants obtained (2017-18 application cycle): **18**

## Next Up

- Master of Arts and Graduate Diploma in Migration and Diaspora Studies (collaboration with FASS)
- Revisions to Master of Social Work
- Revisions to Master of Political Management

## In Development

- MA Political Economy concentration and Graduate Diploma in Work and Labour Studies
- MA International Affairs field in Diplomacy and Foreign Policy
- Graduate Diploma in Economic Policy
- FPA Research Centres Benchmarking Project report—next steps
- Unit-level research support program



# Lessons Learned

When you create a five-year strategy, as we did with *Moving FPA Forward*, you can expect some things may not unfold exactly as planned.

And so, we did learn some important lessons. Some ideas, while they looked good on paper, did not resonate with the intended audience. Others presented challenges in their implementation.

For instance, one of the goals of *Moving FPA Forward* was to develop the *FPA Professional Institute*, which offered professional certificates related to our programs of study. While we had some success, particularly in the field of communication, the participation of academic units and enrollees was uneven. As a result, the financial model underlying the Professional Institute never became viable. After three years, the Institute was transferred to Carleton's Global Academy.

Another priority outlined in the strategy was to strengthen undergraduate engagement. But outreach efforts such as *One Hour to Success* and *FPA Connects* had limited success. (The FPA Ambassadors were an exception.) Focus groups conducted with undergraduate students revealed that they feel a stronger connection with their academic units and so faculty-level events and initiatives aimed at students in FPA units may not resonate with them.

Another area that was not as successful as we had hoped was the adoption of blended learning courses. While the Faculty offered an incentive to create such courses in 2014 and 2015, the number of faculty members who took advantage of the opportunity was fewer than we had hoped. In retrospect, it might be that the notion of replacing in-class time with products available

exclusively online remains unattractive to faculty colleagues. It might be better to explore the effectiveness of incentives to create online products to complement (and not substitute) in-class time.

Lastly, we set out to evaluate the initiatives launched in support of *Moving FPA Forward*. Initially, we had hoped that we could collect data that would allow us to assess the impacts of our initiatives. Data collection proved problematic and the timeframes for assessment were rarely clear. We soon (2014) shifted to a less ambitious, but ultimately quite useful, approach that involved detailed post-mortems for many of our outreach events.

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# Conclusion

“As our successes over the years have made clear, there is incredible potential in this Faculty—potential that can only be realized fully when each one of us rises to the challenge of directing our best efforts at the development of our communities through scholarly and outreach activities.”

— *Moving FPA Forward*, 2013

This introductory statement from *Moving FPA Forward* represented hope: it now reflects reality.

So many of you dedicated your time, efforts and creativity to bringing these ideas to life. Working with all of you over the past five years has been extremely gratifying—and quite a lot of fun.

- To our Chairs and Directors, who offered valuable feedback, advice and support as we launched these various initiatives
- To our wonderful staff, who were invaluable in the implementation of many of these plans
- To our dedicated faculty members, who were willing to experiment with new ideas in order to advance their teaching and/or research
- To our students, who inspired us every day and continue to give us hope for the future

Thank you!

The expertise you have built over the past five years has prepared us well as we think about the future of the Faculty. I look forward to building on our momentum as we plan for 2019 and beyond.

I wish all of you a fulfilling and productive year!

All the best,





Social Work Philanthropy & Nonprofit  
Journalism Communication Studies International Af  
European Russian & Eurasian Studies Political Sci  
Criminology & Criminal Justice  
Political Management Public Policy & Administra  
Infrastructure Protection & International Security  
Public Affairs & Policy Management  
African Studies  
Political Economy



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