



DATE: January 24, 2025

TO: Senate

FROM: Dr. David Hornsby, Vice-Provost and Associate Vice-President (Academic), and Chair,
Senate Quality Assurance and Planning Committee

RE: Final Assessment Report and Executive Summary: Undergraduate and Graduate Programs
Political Science

The purpose of this memorandum is to request that Senate approve the Final Assessment Report and Executive Summary arising from cyclical program review of the undergraduate and graduate programs in Political Science.

The request to Senate is based on a recommendation from the Senate Quality Assurance and Planning Committee (SQAPC), which passed the following motion at its meeting of December 12, 2024:

THAT SQAPC recommends to SENATE the approval of the Final Assessment Report and Executive Summary arising from the cyclical program review of the undergraduate and graduate programs in Political Science.

The Final Assessment Report and Executive Summary is provided pursuant to article 5.4.1. of the provincial Quality Assurance Framework and article 7.2.24 of Carleton's Institutional Quality Assurance Process (IQAP). Article 7.2.24.3 of Carleton's IQAP (passed by Senate in November 2021 and ratified by the Ontario Universities Council on Quality Assurance in April 2022) stipulates that, in approving the Final Assessment Report and Executive Summary 'the role of SQAPC and Senate is to ensure that due process has been followed and that the conclusions and recommendations contained in the Final Assessment Report and Executive Summary are reasonable in terms of the documentation on which they are based.'

In making their recommendations to Senate and fulfilling their responsibilities under the IQAP, members of SQAPC were provided with all the appendices listed on page 2 of the Final Assessment Report and Executive Summary. These appendices constitute the basis for reviewing the process that was followed and assessing the appropriateness of the outcomes.

These appendices are therefore not included with the documentation for Senate. They can, however, be made available to Senators should they so wish.

Any major modifications described in the Implementation Plan, contained within the Final Assessment Report, are subject to approval by the Senate Committee on Curriculum, Admission, and Studies Policy, the Senate Quality Assurance and Planning Committee (SQAPC) and Senate as outlined in articles 7.4.1 and 5.1 of Carleton's IQAP.

Once approved by Senate, the Final Assessment Report, Executive Summary and Implementation Plan will be forwarded to the Ontario Universities' Council on Quality Assurance and reported to Carleton's

Board of Governors for information. The Executive Summary and Implementation Plan will be posted on the website of Carleton University's Office of the Vice-Provost and Associate Vice-President (Academic), as required by the provincial Quality Assurance Framework and Carleton's IQAP.

Senate Motion January 31, 2025:

THAT Senate approve the Final Assessment Report and Executive Summary arising from the Cyclical Review of the undergraduate and graduate programs in Political Science.

SENATE QUALITY ASSURANCE AND PLANNING COMMITTEE
Cyclical Review of the programs
in Political Science
Executive Summary and Final Assessment Report

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

EXECUTIVE SUMMARY

The graduate and undergraduate programs in Political Science and undergraduate program in Global and International Studies programs reside in the Department of Political Science, a unit administered by the Faculty of Public and Global Affairs.

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 Chair, Department of Political Science and the Dean of the Faculty of Public and Global Affairs in responses to the External Reviewers' report and Implementation on Plan that was submitted to SQAPC on September 26, 2024.

FINAL ASSESSMENT REPORT

Introduction

The Graduate and Undergraduate programs in Political Science and Global and International Studies reside in the Department of Political Science, a unit administered by the Faculty of Public and Global Affairs. This review was conducted pursuant to the Quality Assurance Framework and Carleton's Institutional Quality Assurance Process (IQAP). 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 7.2.13-14).

The site visit, which took place on January 16 and 17, 2024, was conducted by Dr. Jonathan Rose from Queen's University, and Dr. Katherine Fierlbeck from Dalhousie University. The site visit involved formal meetings with the Provost, the Vice-Provost and Associate Vice-President (Academic), the Associate Vice-President (Academic Programs and Strategic Initiatives), the Dean of the Faculty of Public and Global Affairs, the Dean of the Faculty of Graduate and Postdoctoral Affairs and the Chair of the Department. The review committee also met with faculty members, staff, and undergraduate and graduate students.

The External Reviewers' report, submitted on March 18, 2024, offered a very positive assessment of the program.

This Final Assessment Report provides a summary of:

- Strengths of the programs
- Challenges faced by the programs
- Opportunities for program improvement and enhancement
- The Outcome of the Review
- The Implementation Plan

This report draws on five documents:

- The Self-study developed by members of the Department of Political Science (Appendix A)
- The Report of the External Review Committee (Appendix B).
- The response and implementation plan from the Chair of the Department of Political Science (Appendix C)
- The Response from the Dean of the Faculty of Public and Global Affairs (Appendix D).
- The internal discussant's recommendation report (Appendix E).

Appendix F contains brief biographies of the members of the External Review Committee.

This Final Assessment Report contains the Implementation Plan (Appendix C) developed by the Chair of the Department of Political Science and agreed to by the Dean of the Faculty of Public and Global Affairs for the implementation of recommendations for program enhancement identified as part of the cyclical program review process.

The Implementation Plan identifies who is responsible for implementing the agreed upon recommendations, as well as the timelines for implementation and reporting.

Strengths of the programs

General

The External Reviewers' Report states that, "The department, overall, enjoys a strong and well-organized graduate program. It sees a healthy intake of graduate students annually at both the Master's and PhD levels. The graduate program is well-supported by an efficient, experienced, and engaged administrative staff." They also noted that they were also "impressed by the level of social media activity at the departmental level. The .5 position created for Communications Director was a wise investment, as a key to reaching out to students - both current and potential – is increasingly through these social media channels."

Faculty

Speaking with regard to faculty, the external reviewers' stated "The Department has a superlative record of active research, with strong rates of publication and grant capture. In addition, the Department also has a high proportion of experienced senior faculty, all of which provides a dynamic and supportive environment for graduate students. The Master's program is largely course-driven, with only 5-10 students per year (out of approximately 19-24) choosing a thesis option. The supervisory burden on faculty is thus not too demanding, and the distribution of graduate students across faculty seems to be as even as can be expected. Students are generally funded, which is a very positive metric."

Students

The external reviewers noted that, "The Department is fortunate to have a cadre of exceptional administrators who seem to work well together and who are adept at supporting the department across all administrative areas. All administrative personnel are highly attuned to the student experience, and the students with whom we spoke seemed very appreciative of the level of support provided by administrative staff". They also noted, "One aspect of administrative innovation that we found rather impressive was the creation of a 'Virtual Office' on Brightspace where students could find relevant information on program requirements and departmental events, could access the departmental newsletter, and could engage in online advising. This is an effective and accessible feature that seems to work very well in both providing necessary information and saving time for administrative officers who might otherwise be spending considerable time on email messages or other tasks."

Curriculum

The external reviewers noted that "The Carleton mission and academic plan states that "We will prepare students for success in an ever-changing world." The language requirement of the BA degree and the experiential learning opportunities are clearly evidence of this objective." They also noted that, "The MA program is very solid. It consists of three streams, each having a clearly delineated set of weighted classes. The PhD program is also generally well structured. The coursework covers one hundred per cent of the material on comprehensive exams, which students appreciated."

Opportunities for program improvement and enhancement

The External Reviewers' Report made 12 recommendations for improvement:

1. The Department should develop more outward-facing sessions of commentary on current events of interest (e.g., monthly panels – accessed both inperson and online – of faculty addressing Omely political topics). Given the placement of the department in the nation’s capital, it could also involve political figures more easily than most Canadian departments, which could bolster the profile of the department more widely.
2. The Department should consider reducing the number of PSCI credits required at the first-year level from 1.5 to 1 and reducing the number of large first-year classes
3. The Department should discuss the possible merits of a strategy that, first, incorporates courses in cognate departments in PSCI Honours concentrations and, second, reach out to cognate departments to determine the interest in using PSCI classes for their own Honours concentrations.
4. 6000-level core classes should be offered on an annual basis, and registration in these classes should be opened to Masters students to ensure enrollment numbers are feasible.
5. All PhD students entering the program should be assigned a provisional supervisor who will act as the de facto mentor to the student upon arrival.
6. The Department should design a comprehensive seminar series in professional development for graduate students focused specifically on the skills acquired and the competencies required in the field of political science
7. The Supervisor of Graduate Studies should in the medium term (1 to 2 years), in consultation with graduate students, prepare a report to the Department about the potential for a dissertation-by-publication (i.e., paper or portfolio model) for doctoral students.
8. The Department could increase the prominence of PSCI 4908 in the curriculum and consider hiring a doctoral student as a course mentor who would meet with the 8 cohort on an occasional basis and provide direction around, e.g., Time management, identifying a research problem and methodology, explaining research design and literature reviews, introducing citation management (e.g., Zotaro), and facilitating presentation of findings. The work of the students, under the guidance of the course mentor, could be presented at a year-end colloquium.
9. A faculty member who is willing to oversee, develop, and expand the Department’s experiential learning programs should be given a course release or, as their major service obligation, run the department’s experiential learning program over a set period of time (eg, three to five years subject to renewal).
10. The Chair should consider engaging the administrative staff in a workload audit to determine whether the changing nature of the academy is resulting in pressures on administrative staff that might be alleviated with thoughtful modifications (such as permitting administrative staff more “work from home” days when they have a discrete project that requires uninterrupted attention).
11. The University should provide more resources to support faculty in the operationalization of their research grants, including dedicated staff to help with the administration of grant applications in Political Science.

12. Track PhD progress in a more granular manner to monitor when and why they leave their programs before graduation; and track alumni progress to provide hard data on which to justify future PhD enrollment targets.

The Outcome of the Review

As a consequence of the review, the Graduate and Undergraduate programs in Political Science categorized by Carleton University's Senate Quality Assurance and Planning Committee (SQAPC) as being of **GOOD QUALITY** (Carleton's IQAP 7.2.13-14).

The Implementation Plan

The recommendations that were put forward as a result of the review process were productively addressed by the Chair, Department of Political Science and the Dean of the Faculty of Public and Global Affairs in a response to the External Reviewers' report and Implementation Plan that was considered by SQAPC on September 26, 2024. The Department agreed unconditionally to recommendations #1, 3, 5, 7, and 12, and agreed to recommendations #8, 9 and 11 if resources permit. They also agreed to recommendations #6 and 10 in principle. The unit did not agree to recommendations #2 and 4, however provided acceptable rationales for their response.

It is to be noted that Carleton's IQAP provides for the monitoring of implementation plans. A monitoring report is to be submitted by the academic unit(s) and Faculty Dean(s), and forwarded to SQAPC for its review by June 30, 2027.

The Next Cyclical Review

The next cyclical review of the graduate and undergraduate programs in Political Science will be conducted during the 2029-2030 academic year.

Political Science
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

Please include any general comments regarding the External Reviewers' Report.

The Department of Political Science was pleased to receive the external reviewers' report dated March 18, 2024. We note that the report commented very positively on the quality of teaching and research conducted in the Department of Political Science and concluded that the Department "punches above its weight" in its academic activity. The reviewers' report was shared with our faculty and staff and discussed in detail at a departmental retreat on May 10, 2024. This response emerges from the discussion at the retreat; it was also discussed with the Office of the Dean of the Faculty of Public Affairs. As outlined below, the Department agrees with many of the reviewers' recommendations. Where we did not agree, we propose alternative steps to address the concerns highlighted in the reviewers' report. Through these steps, the Department will continue to improve our programs to enhance the student, staff, and faculty experience.

For each recommendation **one** of the following responses must be 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

If any of the action items you intend to implement will result in calendar changes, please describe what those changes will be. To submit a formal calendar change, please do so using the Courseleaf system.

Hiring

Where an action item requires additional hiring (faculty or staff) the owner should at minimum include the Dean of the faculty and member of the unit.

UNIT RESPONSE AND IMPLEMENTATION PLAN

Programs Being Reviewed: Bachelor of Arts, Political Science (B.A. Honours, B.A., B.A. Combined Honours); Bachelor of Global and International Studies, Specialization and Stream in Global Politics; Master of Arts, Political Science; Ph.D., Political Science

Prepared by (name/position/unit/date): Achim Hurrelmann, Chair, Department of Political Science, May 31, 2024

External Reviewer Recommendation & Categorization Note: Recommendations highlighted in yellow were also made as part of a previous review	Unit Response (choose only one for each recommendation): 1- Agreed to unconditionally 2- Agreed to if additional resources permit (describe resources) 3- Agreed to in principle 4- Not agreed to Rationales are required for categories 2, 3 & 4	Action Item	Owner	Timeline	Will the action described require calendar changes? (Y or N)
<p>1: The Department should develop more outward-facing sessions of commentary on current events of interest (e.g., monthly panels – accessed both in person and online – of faculty addressing timely political topics). Given the placement of the department in the nation’s capital, it could also involve political figures more easily than most Canadian departments, which could bolster the profile of the department more widely.</p>	<p>1 – Agreed to unconditionally. <i>Members of the Department already organize many outward-facing events, but some of these are advertised through research units – such as the Bell Chair in Canadian Parliamentary Democracy, the Local Engagement Refugee Research Network, or the Centre for European Studies. The profile of the Department of Political Science can be increased by more explicitly highlighting the association of such events with the Department.</i></p>	<ul style="list-style-type: none"> • Continue to organize outward-facing events on current political developments. • Work with research units to ensure that their events are advertised in a way that highlights the association with the Department of Political Science. 	<p>Chair, Department of Political Science</p>	<p>Ongoing</p>	<p>N</p>
<p>2: The Department should consider reducing the number of PSCI credits required at the first-year level from 1.5 to 1 and reducing the number of large first-year classes.</p>	<p>4 – Not agreed to. <i>The Department changed its first-year requirements from 1.0 to 1.5 credits only very recently, beginning with the 2023-24 Undergraduate Calendar. This program change was made in response to student demand for more courses in the major. In addition to PSCI 1100 and 1200, which are required for all Political Science majors, students must now complete 0.5 credits in either PSCI 1500, 1501, or FYSM 1611. In our preliminary assessment, the change has contributed positively to student recruitment,</i></p>	<ul style="list-style-type: none"> • Monitor first-year learning outcomes and enrolments as per the Learning Outcomes Assessment Plan. 	<p>Undergraduate Supervisor, Department of Political Science</p>	<p>Fall 2024/ Winter 2025</p>	<p>N</p>

	<p><i>satisfaction, and retention. We will continue to monitor first-year courses, as per our Learning Outcomes Assessment Plan, but do not currently see any reason to backtrack on this recent change.</i></p> <p><i>PSCI 1500 and 1501 were introduced even before the aforementioned change, in response to a suggestion by the former Dean of Public Affairs who encouraged departments to create topical first-year courses that attract students from across the university. PSCI 1500 and 1501, usually offered in alternating years, have been very popular, with persistently strong enrolment. The reviewers provide no compelling reason for why we should make changes to these courses.</i></p>				
<p>3: The Department should discuss the possible merits of a strategy that, first, incorporates courses in cognate departments in PSCI Honours concentrations and, second, reach out to cognate departments to determine the interest in using PSCI classes for their own Honours concentrations.</p>	<p>1 – Agreed to unconditionally.</p> <p><i>The Department is already doing what is being proposed here.</i></p> <p><i>First, if a course offered by another department has enough Political Science content, we cross-list it with a PSCI course code. We have cross-listed undergraduate courses with SOCI, ANTH, EURR, POLM, COMS, and LACS. Due to the cross-listing, the courses appear in the calendar with a PSCI course code, and inter-departmental connections may not have been visible to the reviewers.</i></p> <p><i>Second, if a student is of the opinion that they have taken non-PSCI courses that should count to PSCI program requirements, they can ask the undergraduate supervisor to evaluate these courses for equivalency. This may happen, for instance, in the case of comparable research methods courses from various social science disciplines.</i></p> <p><i>Third, between 1.0 and 2.5 PSCI credits are required for 1 PHIL concentration and 11 PAPM specializations as well as the GPOL specialization</i></p>	<ul style="list-style-type: none"> • <i>Continue current cross-listing practice.</i> • <i>Undergraduate Supervisor and Undergraduate Advisor will maintain a record of equivalency decisions to ensure decision-making consistency.</i> • <i>Undergraduate Supervisor and Chair will explore possibility of cross-listing PSCI courses in cognate programs with no or few listed PSCI course options, especially COMS and LAWS.</i> • <i>Undergraduate Advisor will inform other programs of availability of new 2025-26 PSCI courses as possible options for required or elective credits: PSCI 3013 (CDNS, INDG), PSCI 3104 (GINS, PAPM), PSCI 3301 and 4315 (PHIL).</i> • <i>Chair will explore possibility of ad hoc or permanent cross-listing of low-enrolment political theory courses with PHIL.</i> 	<p><i>Undergraduate Supervisor, Department of Political Science</i></p>	<p><i>Ongoing</i></p>	<p><i>N.A.</i></p>

	<p><i>in GINS, and all of these concentrations/specializations have >10 listed PSCI course options for other required or elective credits. Additionally, 7 BA programs (CDNS, CRST, ECON, EURUS, HRSJ, INDG, LACS) have >10 listed/approved PSCI course options for required or elective credits, and 9 other BA programs (AFRI, ANTH, CRIM, ENST, GEOG, JOUR, SOCI, SXST, WGST) have <10 listed/approved PSCI options. PSCI 1100 or 2003 are permissible prerequisites for 7 LAWS courses.</i></p>				
<p>4: 6000-level core classes should be offered on an annual basis, and registration in these classes should be opened to Masters students to ensure enrollment numbers are feasible.</p>	<p>4 – Not agreed to.</p> <p><i>The Department has not received any complaints from PhD students about the current practice of offering PhD field courses in alternating years. In our assessment, this practice offers a good compromise between providing students with opportunities for specialization and addressing concerns about limited enrolment in PhD courses. We are aware that it may, in some exceptional cases, slow down times to completion.</i></p> <p><i>However, the proposed change is not feasible for a variety of reasons:</i></p> <p><i>(1) Budget: Offering 6000-level courses in all PhD fields on an annual basis would require an extra 3.0 credits of teaching per year. Our entire 5000-level offerings in 2024-25 are only 4.5 credits. In other words, the proposed change would be financially neutral only if we abolished two thirds of our existing MA program. This would result in an MA program that is no longer viable.</i></p> <p><i>(2) Student experience: Most MA students are not ready to take doctoral-level courses. These courses also do not provide a good student experience for MA students, as they are designed to prepare PhD students for</i></p>	<ul style="list-style-type: none"> <i>No changes in the short term to established practice of offering 6000-level courses on a biannual basis and allowing MA students into these courses only in exceptional cases.</i> <i>Initiate discussion with field groups about potential to merge PhD fields or re-design courses so that they can be taken by students in different fields.</i> 	<p><i>Graduate Supervisor, Department of Political Science</i></p>	<p><i>Fall 2026/ Winter 2027</i></p>	<p><i>Possible (if course redesign is pursued)</i></p>

	<p>their comprehensive exams, which MA students do not take.</p> <p>(3) Student progression: About 5-10% of our MA students continue to the PhD program. If these students have already taken PhD courses during their MA, this forces them to retake classes or study outside of their main field of interest.</p> <p>In light of these arguments, we will continue to allow MA students into PhD courses only in exceptional cases. We propose to address concerns about the scheduling of PhD field courses, and about low enrolment in some of these courses, by exploring ways to merge fields or re-design courses so that they can be taken by students in different fields.</p>				
<p>5: All PhD students entering the program should be assigned a provisional supervisor who will act as the de facto mentor to the student upon arrival.</p>	<p>1 – Agreed to unconditionally.</p> <p>We agree that identifying a PhD supervisor promises to improve times to completion.</p>	<ul style="list-style-type: none"> Beginning with the 2025-26 PhD admission cycle, assign incoming PhD students a provisional supervisor on admission. Develop a process for reviewing supervision arrangements after one year in the program, to ensure that students are not stuck in a supervision arrangement that is not working out. 	<p>Graduate Supervisor, Department of Political Science</p>	<p>Winter 2025 (for 2025-26 cohort)</p>	<p>N</p>
<p>6: The Department should design a comprehensive seminar series in professional development for graduate students focused specifically on the skills acquired and the competencies required in the field of political science.</p>	<p>3 – Agreed to in principle.</p> <p>We agree that professional development must be integrated more systematically into graduate education. We have offered extracurricular seminars, but these have not always been well-attended. We will explore how to better integrate professional development into graduate courses, so that students have more short-term incentives to take advantage of them.</p>	<ul style="list-style-type: none"> Continue to offer extracurricular events on professional development. Map professional development opportunities offered through offices such as Career Services, Department of University Communications, and others; explore how they can be better integrated into graduate courses. Explore the creation of a new 4000/5000 level course on Political Science Professional Practice. 	<p>Graduate Supervisor, Department of Political Science</p>	<p>Fall 2024/ Winter 2025</p>	<p>Possible (if new course is pursued)</p>

<p>7: The Supervisor of Graduate Studies should in the medium term (1 to 2 years), in consultation with graduate students, prepare a report to the Department about the potential for a dissertation-by-publication (i.e., paper or portfolio model) for doctoral students.</p>	<p>1 – Agreed to unconditionally. We agree that more research is needed to assess the pros/cons of this option, and how it could be operationalized.</p>	<ul style="list-style-type: none"> • Research on existing dissertation-by-publication models, at Carleton and in other Canadian Political Science Departments. • Report prepared in the 2025-26 academic year to provide a basis for further departmental discussion. 	<p>Graduate Supervisor, Department of Political Science</p>	<p>Fall 2025/ Winter 2026</p>	<p>Possible (if dissertation-by-publication option is pursued)</p>
<p>8: The Department could increase the prominence of PSCI 4908 in the curriculum and consider hiring a doctoral student as a course mentor who would meet with the cohort on an occasional basis and provide direction around, e.g., Time management, identifying a research problem and methodology, explaining research design and literature reviews, introducing citation management (e.g., Zotaro), and facilitating presentation of findings. The work of the students, under the guidance of the course mentor, could be presented at a year end colloquium.</p>	<p>2 – Agreed to if additional resources permit. Assigning a TA to support the Undergraduate Supervisor in managing the HRE (PSCI 4908) would allow for a more structured student experience. The Department will request the additional TA position in its annual budget submission. The decision on TA budgets rests with the Dean of the Faculty of Public Affairs. We will also explore if it is possible to split the HRE into two half-courses (with the second presupposing successful completion of the first) to incentivize students to not leave too much work until too late in the HRE process.</p>	<ul style="list-style-type: none"> • Department Chair to request a TA to be assigned to PSCI 4908 beginning in the 2025/26 academic year. • Undergraduate Supervisor to develop a pedagogical framework for TA support in different phases of the HRE process. • Undergraduate supervisor to explore calendar changes to provide more explicit structure in the HRE process (e.g., split into two half-courses). 	<p>Dean, Faculty of Public Affairs Chair, Department of Political Science Undergraduate Supervisor, Department of Political Science</p>	<p>Fall 2024/ Winter 2025</p>	<p>Possible (if PSCI 4908 is split)</p>
<p>9: A faculty member who is willing to oversee, develop, and expand the Department’s experiential learning programs should be given a course release or, as their major service obligation, run the department’s experiential learning program over a set period of time (eg, three to five years subject to renewal).</p>	<p>2 – Agreed to if additional resources permit. In the 2023-24 academic year, the Department fundamentally revised its internship courses, now called “Ottawa Experience Practicum”. The new structure includes coordination and supervision by a dedicated faculty member. In 2023-24 and 2024-25, the Department has used its own funds to provide a course release (0.5 credits/year) to the faculty member running the Ottawa Experience Practicum. Because of limited departmental funds, this will not be sustainable in the long run unless these teaching costs are picked up by the Faculty of Public Affairs as part of the regular teaching budget.</p>	<ul style="list-style-type: none"> • Department Chair to request that costs of running Ottawa Experience Practicum (0.5 credits/year) are included in regular teaching budget. 	<p>Dean, Faculty of Public Affairs Department Chair, Department of Political Science</p>	<p>Fall 2024/ Winter 2025</p>	<p>N</p>

<p>10: The Chair should consider engaging the administrative staff in a workload audit to determine whether the changing nature of the academy is resulting in pressures on administrative staff that might be alleviated with thoughtful modifications (such as permitting administrative staff more “work from home” days when they have a discrete project that requires uninterrupted attention).</p>	<p>3 – Agreed to in principle. <i>Job descriptions for all staff members in the Department were updated in 2020/21. Should staff members have concerns about excessive or inequitable workloads, they can follow an established process under the CUPE 2424 Collective Agreement. This is not a process managed autonomously by departments.</i> <i>Short-term workload issues are addressed by the Department Chair and Departmental Administrator. The Department supports flexible work arrangements for administrative staff. In accordance with Carleton’s policy, we do allow additional work-from-home days for staff members working on short-term projects that require uninterrupted attention. This practice will continue.</i></p>	<ul style="list-style-type: none"> • <i>If a staff member raises concerns about workloads: Work with Manager (Administration and Operations) in the Faculty of Public Affairs and with HR to consider revisions to job descriptions.</i> • <i>Continue to renew/update flexible work arrangements in line with university policy.</i> 	<p>Dean, Faculty of Public Affairs Department Chair, Department of Political Science</p>	<p>Ongoing, as needed.</p>	<p>N</p>
<p>11: The University should provide more resources to support faculty in the operationalization of their research grants, including dedicated staff to help with the administration of grant applications in Political Science.</p>	<p>2 – Agreed to if additional resources permit. <i>Research grants at Carleton are administered by Research Financial Services, a unit that serves the entire university. The Faculty of Public Affairs employs two research facilitators and a post-award officer. In our view, this basic structure is sound; there is no need to decentralize these tasks to the departmental level.</i> <i>Faculty members from across the university have recently expressed concerns about slow turnaround times by Research Financial Services. The university leadership is aware of these concerns, and work is in progress to address them.</i></p>	<ul style="list-style-type: none"> • <i>Department Chair to communicate ongoing or future challenges with Research Financial Services to the Dean of Public Affairs.</i> 	<p>Dean, Faculty of Public Affairs Department Chair, Department of Political Science</p>	<p>Ongoing, as needed</p>	<p>N</p>
<p>12: Track PhD progress in a more granular manner to monitor when and why they leave their programs before graduation; and track alumni progress to provide hard data on which to justify future PhD enrollment targets.</p>	<p>1 – Agreed to unconditionally. <i>We agree that better data is needed on PhD progress and career trajectories.</i></p>	<ul style="list-style-type: none"> • <i>Graduate Supervisor and Graduate Administrator will develop simple database (e.g., Excel spreadsheet) to record student progress through the PhD program.</i> 	<p>Graduate Supervisor, Department of Political Science</p>	<p>Fall 2024 and ongoing</p>	<p>N</p>

		<ul style="list-style-type: none">• <i>Graduate Administrator will send regular emails to PhD graduates to request career updates.</i>			
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