

**CARLETON UNIVERSITY COMMITTEE ON
QUALITY ASSURANCE**

**Cyclical Review of the Master of Political Management
Executive Summary**

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

EXECUTIVE SUMMARY

The Master of Political Management resides in Arthur Kroeger College of Public Affairs, a unit administered by the Faculty of Public Affairs.

As a consequence of the review, the programs were categorised by the Carleton University Committee on Quality Assurance (CUCQA) as being of **GOOD QUALITY** (Carleton's IQAP 7.2.12).

The External Reviewers' report, submitted to Arthur Kroeger College of Public Affairs on April 26, 2017, 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 Arthur Kroeger College of Public Affairs, and the Dean of the Faculty of Public Affairs in a response to the External Reviewers' report that was submitted to CUCQA on April 25, 2018.

An Action Plan detailing how, when and by whom the recommendations will be implemented was received and approved by CUCQA on September 26th, 2018.

To: Lorraine Dyke, Vice-Provost and Associate Vice-President (Academic)
From: Mary Francoli, Director, Arthur Kroeger College of Public Affairs
André Plourde, Dean, Faculty of Public Affairs
Matthias Neufang, Dean, Faculty of Graduate and Postdoctoral Affairs
Date: August 31, 2018
Re: IQAP Action Plan, Master of Political Management

We are grateful for the care taken by the Carleton University Committee on Quality Assurance (CUCQA) in reviewing documents submitted for the cyclical program review of the Clayton H. Riddell Graduate Program in Political Management. This includes (1) the External Reviewers' Report of April 2017, and (2) our Joint Response to the Reviewers' Report, submitted September 2017. We are pleased that CUCQA has categorised the program as "Good Quality."

While we addressed all 13 recommendations made in the in our September 2017 Joint Response, we are pleased to submit this action plan which elaborates both our responses and proposed actions to the Reviewers' recommendations. In particular, we expand on our responses to recommendations 3, 5, 8, 11 and 13, as requested by CUCQA and noted in Lorraine Dyke's 4 May 2018 memorandum to Barry Wright. An appendix to this document contains a summary of the action plan in the form of a table.

Our action plan is informed by the unique features of the Political Management program. As our external reviewers noted in their April 2017 Report, the program is "unique in Canada and has established a positive reputation in its short history." The reviewers recognized the advantages offered by program's location in the national capital. In addition, they noted the program's firmly-established "multi-partisan environment," and engagement with, and "mutual respect" for, a range of political perspectives. The Political Management program fits firmly within Carleton's tradition of innovative multi-disciplinary public affairs programming, one that leverages Carleton's capital advantage and fully reflects our claims of a cross-partisan program for the professional training of political staffers and policy advocates. The reviewers praised the collegiality that exists in the program and the positive relationships with related units at Carleton. We are particularly pleased that they identified "outstanding rapport between faculty, course instructors, students and alumni." They noted a learning environment that includes a "positive student experience," "rigorous coursework," "pedagogic innovation," "integrated career advising," and "supportive alumni." The reviewers made 13 recommendations that, in their view, will build on these positive foundations and further enhance the Political Management's profile and the appeal of its programming.

This action plan outlines measures we commit to implementing and to exploring. They aim to get to the heart of the reviewers' recommendations while keeping in mind the existing resources of the program. In some cases, action can be taken in the near future, and in some cases the more innovative actions will be dependent on proposals for additional resources including, faculty, administrative support, and space.

Recommendations, Responses, Actions:

- 1. Revisit and revise the learning outcomes for the MPM program to more clearly articulate expectations relating to engagement with scholarly research and research skills.*

As noted in our September 2017 Joint Response, the reviewers were confident "that the learning outcomes and curriculum of the MPM are appropriate for a professional master's program and consistent with the Council of Ontario Universities Graduate Degree Level Expectations." Still, they believed we could improve the way we articulate the learning outcomes and the way these outcomes are achieved. We accept

this recommendation and will proceed as the reviewers advise. Efforts have been made to begin addressing the articulation of learning outcomes in the form of a series of curricular changes that are currently under review. Among other things, these changes constitute changes to the descriptions and titles of course content to clarify the nature and objectives of the course. The MPM Program Committee will meet to further review learning outcomes in the Fall 2018 term.

2. Renew the MPM Curriculum.

The reviewers noted that the program is “appropriately designed and structured to achieve its learning outcomes.” At the same time, they recommended that the faculty members “put their own stamp on the curriculum,” which was designed before any of the core faculty were hired in 2011. Specifically, the reviewers advised us to rename courses to better reflect their content, to eliminate overlap between the courses, and to reduce the number of mandatory courses. They asked us to consider offering intensive quarter-credit courses where appropriate. They also suggested offering courses in ethics and in global political management. Finally, they recommended that the practicum paper be marked on a satisfactory/unsatisfactory basis.

As noted in our September 2017 Joint Response, we accept these recommendations for curricular renewal, and informed by these recommendations, we have submitted major curricular changes in the CourseLeaf system for the coming curricular round. As noted, the current Political Management curriculum was devised before the program faculty members were hired. The faculty have now operated with this curriculum for seven years and have had ample opportunity to reflect on its strengths and weaknesses as recognised by the external assessors.

We began curricular renewal with minor curricular changes implemented during the 2017-18 curricular round that build upon the introduction of a third year undergraduate course in Political Management with COMS and PSCI cross designations the previous year. This entailed creation of a graduate pathway from Carleton’s Bachelor of Public Affairs and Policy Management (BPAPM), and piggy-backing two elective POLM courses so that they are available to fourth year students (also added in BPAPM curricular changes for students in the Strategic Public Opinion stream of the Communication and Policy Studies specialization). This completed our in-progress curricular changes. During this time the Political Management Graduate Committee approved major curricular changes in direct response to the current CPR process. These changes were submitted in CourseLeaf in April and May 2018 to initiate review over the coming year for possible implementation in September 2019.

The recently submitted major curricular changes recognize that after students graduate from the program they return to or commence work in a variety of jobs: assistants to ministers, members of Parliament, or senators; lobbyists; communications consultants; public servants. They work in communications, policy, advocacy, or political strategy. Despite the wide range of interests, talents, and career ambitions, they are all required to take the same seven core courses (including the practicum), leaving room for only two electives. Political Management faculty believe that the interests of the students would be better-served if they were given more choice, allowing them to tailor the program to meet their needs and aspirations. Current students and alumni have been widely consulted and have echoed this need for curricular change. They have reviewed the changes that are currently in CourseLeaf.

Our proposed major curricular changes modify the distribution of core and elective courses, together with some restructuring of existing POLM courses on Canadian political institutions and political communication. These changes have the added benefit that they will better allow part-time students to build a course schedule around their work hours. It will also mean that international students will not be required to complete as many credits in the study of Canadian political institutions.

A second policy related course is also proposed to balance offerings for political management students whose interests are not primarily in the areas of media relations and communications, an area already well-represented in our course offerings. We have also added an ethics course to better meet the program's original objective of improving ethics and professionalism in Canadian politics. A new course on national

institutions in a comparative context is also proposed to broaden appeal of the program's offerings to students beyond Canada. We return to this matter in our response to recommendation 3 below, to clarify what appears to be basic misapprehension about possible change in the program's focus found in CUCQA's request for more information in our response to that recommendation.

3. Make the MPM Program more pan-Canadian in its approach.

The reviewers suggested, in support of this recommendation, offering a course in political management at the sub-national level and another that clusters "non-Canadian content into a single global political management course." We should engage guest speakers from outside Canada through video conferencing. We should make a "more determined effort to place some students in positions outside Ottawa." We should "increase students' awareness that during their program of study, they are eligible to complete a French course at no additional tuition cost."

As noted in our September 2017 Joint Response, we accept these recommendations and will proceed accordingly. However, in the context of this recommendation, CUCQA has subsequently raised the question whether the focus of the program is Canadian or international. In the design of the program and the proposed curricular renewal, our focus is Canadian. Though a few international students are admitted each year and have played an important role in expanding the perspective of the Canadian students, particularly those interested in comparative perspectives, international students are not a primary constituency for this program. Nonetheless, the proposed new course on national institutions in comparative perspective and adjustment of required credits in the study of Canadian political institutions should broaden the appeal of the program to international students without compromising our focus on Canadian political institutions and political life.

Some elements in the field of Political Management, such as communication and public opinion research, cross political boundaries and are applicable to different political institutional contexts. Other areas in the field are not so readily transferrable. As noted, while the George Washington University Political Management program was a primary reference for the development Carleton's Political Management program, we have extended the field to a rather different political institutional setting. Westminster parliamentary systems and associated political party structures, cabinet advisory, accountability and executive functions are substantially different from those in the US political system (but shared with the UK, Australia, New Zealand and others). The training of effective political staffing and policy advocacy must address the specificities of our parliamentary system of government. Canada is also a federal state with different levels of government with particular jurisdictional responsibilities (and here Australia rather than the United States is the more appropriate comparison). These matters are fully recognized by our external reviewers, and their recommendation 3 is concerned with better addressing the federal nature of Canadian politics, not with possible re-orientation of the program to an international focus.

As noted in our September Joint Response, while Political Management at Carleton will always remain focused on federal political institutions, we recognize that our programming not only has appeal to policy advocates working with NGOs and social movements, but also municipal and provincial level political staffers, as well as international students and scholars. The range of MPM practicum placements demonstrates the program's national and international scope: students have, for example, completed their requirement elsewhere in Ontario (Toronto and Hamilton), in Canada (Prince Edward Island, Nova Scotia, New Brunswick, and British Columbia) and outside Canada (Barbados, Washington State, Ohio, Morocco, and the country of Georgia). We will continue to work with students to develop a broad range of placement options.

As noted, our proposed new course on national political institutions in comparative perspective promises to widen the appeal of our Political Management program to foreign students and scholars who research in the field (one of our faculty members is also exploring comparative dimensions of Political Management and another is looking at comparative aspects of national political leadership). Technologies hold some promise

for global and subnational collaborations (although we would note that our previous efforts to equip our Common Room for video conferencing have not been successful).

4. Formalize the role of the MPM Donor Advisory Committee through a terms of reference.

We have referred this particular recommendation to the Dean of the Faculty of Public Affairs who has responsibility for liaison with the donor committee (Riddell Advisory Group; see the Governance section, at page 18 of our Self-Study).

The Dean of the Faculty of Public Affairs agrees to bring this recommendation to the attention of the members of the Riddell Advisory Group and will urge them to develop a terms of reference document for the Group.

5. Provide more pedagogical supports to MPM contractual instructors.

As noted in our Joint Response, we accept this recommendation, however, we do note that the majority of our CIs have very good teaching records. CUCQA has since requested more information about our planned response to this matter and we elaborate accordingly with the following initiatives:

- 1) In 2017, the Kroeger College administrator created a handbook for contract instructors. The handbook details information and resources to help CIs navigate the university system and provides them with information about the supports available to them. The plan is to update the handbook annually. It is sent to CIs prior to the start of each term as they are working on the course outlines. Information regarding the EDC is sent with the handbook.
- 2) Core faculty serve as mentors to CIs. They offer to meet with them to discuss pedagogy, review course outlines, and go over university services and supports.
- 3) CIs are invited to meet with the Director of Kroeger College annually. CIs are also encouraged to seek assistance from, and to make use of, the EDC. This serves as a check-in and is an opportunity for the Director to inform CIs about teaching services and supports at Carleton, including the EDC. As is university policy, CIs with teaching evaluations under 4.0 work with the Director to prepare an action plan to improve their teaching scores.

6. Refine the MPM admission criteria slightly.

As noted in our September Joint Response we accept the reviewers' suggestion that we only extend offers of admission to students with "prior involvement in political life or public affairs" with some reservations. We have already been implementing such a policy and will continue to do so, but do not wish to exclude potential applicants with an academic background in politics, public policy or those with NGO experience with an interest in policy advocacy. Moreover, the development of a graduate pathway from the BPAPM at Carleton has already demonstrated value as a source of well-prepared capable students without prior participation in political life or public affairs outside the university context. While these students already have some exposure to the field, graduates of political science and related programs at other Canadian universities also are good potential students for this program. Any requirement of "extensive prior

involvement,” would have an extremely negative impact on our application pool and reduce the diversity of our student intakes.

The reviewers’ concern about international students who do not have the necessary background to take our courses on Canadian political institutions are addressed in the curriculum proposals noted in response to recommendation 2 above.

7. Provide more administrative supports for locating MPM internship positions

As noted in our September Joint Response, we accept this recommendation and as noted then, the work to secure practicum placements is led by a faculty coordinator with support from the half-time program administrative staff and with additional advice from other faculty on an as-needs basis. We believe there is scope to make better use of existing program resources to complete the annual task of securing practicum placements for students.

The reviewers recommended that a list of previous placements be made available online to allow current and prospective students to “visualize potential opportunities.” We have acted on this recommendation and it appears on the program website. In addition to this public list, we have compiled an internal and searchable database to record previous placements, including employer contact information.

The reviewers recommended that prospective and new students be provided more direct information on the responsibilities of the program vis à vis securing placements. We have reviewed the online program information to this effect and have updated the information to be provided to students at both the program orientation and the practicum orientation meetings. Incoming students now also receive a letter from the program supervisor that summarizes the curriculum and the joint responsibility of the program and the students in securing practicum placements. We will also be reviewing the program’s practicum guidelines, a document circulated each year to current students.

We have begun to explore opportunities to make better use of the University’s existing resources, including CuLearn and the Co-operative Education Program. This past year, CuLearn was used to communicate with MPM students about practicum opportunities, to remind students of program requirements, and to collect student forms required for the practicum credit. In addition, faculty have also established a contact with the Co-operative Education Program to share information and best practices.

8. Increase administrative support for the MPM program in order to reduce faculty members’ administrative responsibilities.

As indicated in our September joint response this matter is being pursued with the Dean of the Faculty of Public Affairs. It should be noted that this is essentially a budgetary matter falling within the jurisdiction of the line Dean, matters beyond the purview of academic programming, although we acknowledge these matters have significant impact on the delivery of our program. CUCQA has requested more information in relation to the program website, physical space and a list of proactive administrative staff tasks.

There has been considerable website development over the past academic year (one of the new items is referred to in the previous section) and the Program Administrator’s job description has been revised and approved by Human Resources with specific reference to this matter and several other proactive tasks noted. The job description and expectations for the half-time administrative staff position have been reviewed and the role of student advising on administrative matters, including administrative matters related to the practicum, are more clearly articulated as part of the administrator’s responsibilities. The job description of the graduate administrator will be further refined as the College reorganizes, as is discussed below.

At the time of the program review the residual effects of administrative staff turnover were still being experienced. As noted, direct administrative support comes from a half-time graduate program administrator under the supervision of the College Administrator who is also responsible for supervision of administrative staff and service for two undergraduate programs (BPAPM, BGIInS). Staff transition has meant that academic colleagues bore a larger administrative load.

The current, half-time administrator, physically splits her time between MPM in Richcraft Hall and BPAPM in the Loeb Building. This scenario is not ideal for MPM faculty or students, and it is not ideal for the administrator. Given BPAPM's larger size, the administrator has noted that she finds it difficult to leave the Loeb Building and go to Richcraft Hall, particularly during times where there is high volume of student inquiries in BPAPM.

There are a series of changes underway both within Kroeger College and within MPM to address administrative support. The splitting of both time and space that the administrator is working within is not sustainable. Kroeger College has a new Director who is looking at reorganizing administrative operations in the near future. Plans for this will evolve as the College solidifies plans for incorporating additional graduate programs, and could involve the creation of a full-time graduate administrator position that focuses specifically on graduate programs as opposed to the current graduate/undergrad focus of the MPM administrator. However, while having a graduate-only administrator would be helpful, it does not fully address the time and space issues raised by the reviewers. To this end, we are working on a proposal for program expansion. Expanded administrative support is part of this proposal. MPM will continue to work on this proposal with the Director of Kroeger College, and the Dean of the Faculty of Public Affairs.

9. Discuss whether the funding structure for MPM students ought to be adjusted.

We agree with this recommendation as noted in our September joint response. Incoming students receive scholarship support from the Faculty of Graduate Studies and Postdoctoral Affairs and the Riddell Foundation, but not TAs, because the program wanted them to have more time to be involved in political life (volunteering in an MP's office, for example). We have changed the Riddell Scholarship so it is now divided over three terms instead of two, in response to concerns from students who have had trouble paying their spring/summer fees.

10. Explore funding for a MPM post-doctoral fellow

As noted in our Self Study and earlier in this action plan (recommendation 7), the Practitioner in Residence (Bill Fox in 2015–16, Robert Silver in 2016–17, William Stairs in 2017–18, Rachel Curran in 2018-19) serves as an important mentor, as an experienced political practitioner, for our Political Management students. However, political management is also a growing academic field, an obvious sub-discipline of Political Science, but also related to the disciplines of Communication, Public Administration, and Political Marketing. A postdoctoral fellow located in Political Management would help build our critical mass on the academic side of Political Management studies.

Faculty have been supportive of including postdoctoral fellows. Stephen Azzi has served as the faculty supervisor on two Fulbright applications, which were unfortunately unsuccessful, and Paul Wilson is currently the supervisor for a Banting postdoctoral applicant.

While MPM does not currently have funding for postdoctoral fellows, it acknowledges that it can do more to attract postdoctoral candidates who are applying for funding through other means (ie. SSHRC, Banting, Fulbright, etc.) MPM will include language on its website to encourage the application of postdoctoral fellows who have funding.

11. Investigate taking bold steps to turn the Carleton University Political Management program into a research hub for the study of political management in Canada.

As noted in our September response to recommendation 11, Political Management is a growing academic field. We believe that Carleton's bold step in establishing our program, its growing profile nationally and internationally, and our Ottawa location positions us well to establish leadership in the field in Canada.

We have appointed Dr. Paul Thomas, a Political Management Fellow and a former postdoctoral fellow in the Department of Political Science at Carleton, as Adjunct Research Professor in accordance with the procedures set out by the Office of the Provost and Vice-President Academic. Dr. Thomas's research complements that of our faculty, all of whom have developed national profiles for their research (all MPM faculty are now tenured and hold the rank of Associate Professor). We believe that the scholarly productivity and profile of our Political Management colleagues puts us in a good position to more fully realize the position of prominence in the field of Carleton's Political Management program.

We will also explore the possibility of hosting an annual conference on political management as well as participating in other opportunities that are organized at the Faculty or university levels.

We would like to expand to become a research hub for Canadian political management. This will be considered as we draft a proposal for expansion.

12. Improve awareness among students and course instructors about political management research resources.

As noted in our September joint response there are no specifically identified "political management resources." As a multidisciplinary program, research resources are shared with Political Science, Public Policy and Administration, History, and Journalism and Communication. The MacOdrum Library reference staff have created an online subject guide, which we can link to the MPM website, as recommended in the report. This guide has been created and is currently available online: <https://library.carleton.ca/research/subject-guides/political-management-detailed-guide>.

13. Explore market demand for additional MPM program options

We elaborate here on our response to this recommendation set out in our earlier joint response as requested by CUCQA. As noted in September, the Carleton University Survey Centre (Heather Pyman and Jon Pammett) conducted a web-based internet survey (final report 15 July 2015) of people in political staff positions in Ontario (federal Parliament and provincial legislature, government relations firms and NGOs) to determine the level of interest in the Political Management program if it were offered on a part time basis. Fully 48 per cent of respondents indicated lack of awareness of the program. Of those that expressed interest in it, there was a clear preference for part-time studies delivered in the form of intensive summer evening sessions. Surveys and focus groups have also been held with students and graduates of the program for the purposes of this cyclical review and the redacted findings appear in Appendix 3 of volume one of our Self Study. We have undertaken to complete further marketing research and to build on these foundations. There are two key elements to our marketing initiatives.

First, we believe that awareness raising is a priority. The 2015 survey indicates that more work is required to raise the profile of the program. The approach to graduate recruitment and marketing has recently changed at the University (there is now a graduate program viewbook) and we have participated in recent Faculty of Public Affairs initiatives to support the marketing of our graduate programs. The primary venue for outside advertising for the program has been *Hill Times* and *National Newswatch*. Both of these outlets are good for increasing awareness of the program among employers and possible placement hosts. As such they should continue, although they are less effective at reaching potential students and have an Ottawa

focus and primary constituency. Recent developments in campaigns suggest that Facebook is the most effective and efficient way to target voters, and it is probably the most cost-effective way for us to reach potential students. We have dedicated funds for Facebook ads, targeted at 21–30-year-old university students and university graduates with an interest in politics. The pilot project initiated in the Fall 2017 showed positive results, with our applications increasing 28 per cent over the previous year.

Second, the follow-up element to our marketing initiative concerns the shape of possible future program options. We are working on a proposal for expansion that could include alternative pathways through the program. Our curricular renewal, as noted earlier, will facilitate this and will be built upon in the proposal. We are developing a plan to enhance the profile of the program to staffers working at provincial and municipal levels of government. These initiatives, along with the proposed major curricular changes, will allow us to follow through on a longstanding plan to expand part-time studies in the program

APPENDIX: Summary of Action Plan, Master of Political Management (MPM) Program

CPR Recommendation	Proposed Actions	Responsibility	Timeline
<p>1. <i>Revisit and revise the learning outcomes for the MPM program to more clearly articulate expectations relating to engagement with scholarly research and research skills.</i></p>	<ul style="list-style-type: none"> • Review way in which learning outcomes are articulated and achieved. 	<ul style="list-style-type: none"> • MPM 	<ul style="list-style-type: none"> • <i>In Progress:</i> Currently a series of changes submitted to CourseLeaf are aimed at, among other things, changes courses to better articulate learning outcomes. MPM Program Committee to meet in Fall 2018 to further review learning outcomes.
<p>2. <i>Renew the MPM Curriculum</i></p>	<ul style="list-style-type: none"> • Create graduate pathway from BPAPM • Modify distribution of core and elective classes • Introduce a slate of .25 credit classes to widen program choice • Introduce additional classes to meet the interests of students and to better reflect the discipline. 	<ul style="list-style-type: none"> • MPM • MPM • MPM • MPM 	<ul style="list-style-type: none"> • <i>Implemented:</i> Graduate pathway from BPAPM has been established. • <i>In progress:</i> A series of CourseLeaf submissions have been made and are currently going through the approval process to begin in September 2019. This includes: <ul style="list-style-type: none"> ○ The introduction of a series of .25 credit classes ○ The introduction of a policy class ○ The introduction of an ethics class ○ The introduction of a class on national institutions in a comparative context ○ Modification of the POLM 5908 practicum to an assessment of satisfactory/ unsatisfactory
<p>3. <i>Make the MPM Program more pan-Canadian in its approach</i></p>	<ul style="list-style-type: none"> • Introduction of class on national institutions in a comparative context 	<ul style="list-style-type: none"> • MPM • MPM 	<ul style="list-style-type: none"> • <i>In progress:</i> Proposed changes are currently making their way through CourseLeaf to begin in September 2019.

	<ul style="list-style-type: none"> • Adjustment of required number of core credits to allow students to take a broader range of classes • Increasing the amount of provincial content in core courses 	<ul style="list-style-type: none"> • MPM 	<ul style="list-style-type: none"> • <i>In progress:</i> Proposed changes are currently making their way through CourseLeaf to begin in September 2019. • <i>In progress:</i> MPM Program Committee to review core courses before January 2019 to identify provincial content.
<p>4. <i>Formalize the role of the MPM Donor Advisory Committee through a terms of reference</i></p>	<ul style="list-style-type: none"> • Referred recommendation to the Dean of the Faculty of Public Affairs who liases with the Donor Advisory Committee 	<ul style="list-style-type: none"> • Dean, Faculty of Public Affairs 	<ul style="list-style-type: none"> • <i>In progress:</i> Dean has agreed to bring this recommendation to the attention of the Donor Advisory Group and will ask them to develop a terms of reference document for the Group.
<p>5. <i>Provide more pedagogical supports to MPM contractual instructors</i></p>	<ul style="list-style-type: none"> • Develop a handbook for CIs • Core faculty mentor CIs • Director of AKC meets meets with CIs annually (mandatory for 	<ul style="list-style-type: none"> • AKC Administrator • MPM Faculty • Director AKC 	<ul style="list-style-type: none"> • <i>Implemented.</i> AKC Administrator drafted handbook which is distributed to CIs and updated annually. • <i>Ongoing:</i> Core faculty offer to help with pedagogy, outlines, etc. on an ongoing basis. • <i>Ongoing:</i> Director extends an invitation to all CIs in the College to meet when they are offered a contract. These meetings are mandatory for CIs with teaching scores of 4.0 and under as per the CUPE 4600 (unit 2) collective agreement.

	<p>those with low teaching scores)</p> <ul style="list-style-type: none"> • CIs encouraged to use EDC. 	<ul style="list-style-type: none"> • Director AKC and Core Faculty 	<ul style="list-style-type: none"> • Ongoing: All CIs are encouraged to use EDC. Information is provided by faculty, AKC Director, and in the CI handbook.
<p>6. <i>Refine the MPM admission criteria slightly</i></p>	<ul style="list-style-type: none"> • Revised balance between core and elective classes and introduction of class on Political Institutions in a Comparative Context to make curriculum more accessible to international applicants who may not have extensive knowledge of Canadian political institutions 	<ul style="list-style-type: none"> • MPM 	<ul style="list-style-type: none"> • In progress. Changes currently in CourseLeaf to be implemented in September 2019.
<p>7. <i>Provide more administrative supports for locating MPM internship positions</i></p>	<ul style="list-style-type: none"> • Make list of previous placements available online • Develop an internal, searchable database of previous 	<ul style="list-style-type: none"> • MPM • MPM 	<ul style="list-style-type: none"> • Implemented: A public list of previous placements is now on the MPM website. • Implemented: An internal searchable database with employer contact information is available to students based on the 2017-18 placements.

	<p>placements that includes employers' contact information</p> <ul style="list-style-type: none"> • Update information to be provided to students. • Better use university resources such as CU Learn to provide information to students. 	<ul style="list-style-type: none"> • MPM • MPM 	<ul style="list-style-type: none"> • Implemented: Website updated to clarify student and program responsibilities/ orientation material updated. • Implemented: CU Learn being used to provide information and help with administration of placements.
<p>8. <i>Increase administrative support for the MPM program in order to reduce faculty members' administrative responsibilities</i></p>	<ul style="list-style-type: none"> • Program Administrator's job description refined to more clearly articulate advising role and practicum support. • Establishment of a 'graduate administrator' position for Kroeger College 	<ul style="list-style-type: none"> • MPM • Director AKC 	<ul style="list-style-type: none"> • Implemented: Program administrator's job has been reviewed and amended in collaboration with Human Resources. • In Progress: The Director of AKC is currently in the process of considering administrative reform in preparation of adding a new graduate program to the College. Decisions regarding reform will also take into consideration a proposal MPM is working on related to expansion. If the program expands significantly a full time administrator would be required.

			Target for administrative change is January 2019.
9. <i>Discuss whether the funding structure for MPM students ought to be adjusted</i>	<ul style="list-style-type: none"> • Change distribution of Riddell scholarship to students so that it is distributed over 3 terms instead of 2 to better offset summer tuition. 	<ul style="list-style-type: none"> • MPM 	<ul style="list-style-type: none"> • Implemented: This change is in effect.
10. <i>Explore funding for a MPM post-doctoral fellow</i>	<ul style="list-style-type: none"> • Update website to indicate post doctoral students with funding are welcome to apply. • Continue to sponsor and worth with potential post-doctoral candidates as they come forward. 	<ul style="list-style-type: none"> • MPM • MPM 	<ul style="list-style-type: none"> • In progress: Language for website being drafted. Will be implemented by November 2018. • Ongoing: Currently MPM is supporting a post doctoral SSHRC application.
11. <i>Investigate taking bold steps to turn the Carleton University Political Management program into a research hub for the study of political management in Canada</i>	<ul style="list-style-type: none"> • Appointment of Adjunct Research Fellow • Develop plan for expansion that includes 	<ul style="list-style-type: none"> • MPM • MPM 	<ul style="list-style-type: none"> • Implemented: Dr. Paul Thomas was appointed. • In progress: Proposal for expansion currently being developed by MPM

	<p>elements that would profile and grow research activities</p> <ul style="list-style-type: none"> • Explore possibility of an annual conference • Participate in university and Faculty activities 	<ul style="list-style-type: none"> • MPM • MPM 	<p>faculty in coordination with AKC Director.</p> <ul style="list-style-type: none"> • <i>In progress:</i> The idea of a conference will be explored alongside any plans for expansion. • <i>Ongoing:</i> Core faculty will monitor and consider university and Faculty activities as they arise.
<p>12. <i>Improve awareness among students and course instructors about political management research resources.</i></p>	<ul style="list-style-type: none"> • request will be made with MacOdrum Library reference staff to create an online subject guide 	<ul style="list-style-type: none"> • MPM 	<ul style="list-style-type: none"> • <i>Implemented:</i> Subject guide currently available online: https://library.carleton.ca/research/subject-guides/political-management-detailed-guide
<p>13. <i>Explore market demand for additional MPM program options</i></p>	<ul style="list-style-type: none"> • Expand social media marketing strategy • Develop proposal for expansion • Make program more adaptable to working students. 	<ul style="list-style-type: none"> • MPM • MPM • MPM 	<ul style="list-style-type: none"> • <i>Ongoing:</i> Recruitment strategies will be reviewed on an annual basis. • <i>In Progress:</i> Proposal for expansion to be drafted by November 2018. • <i>In Progress:</i> Changes in CourseLeaf with the introduction of 0.25 credits will shorten the time to completion for mandatory courses, making them easier for working students to complete.