

University of
Waterloo



Final Report

Of the

Task Force on Faculty Issues

**As a part of the
Vision 2010 Planning Exercise**

**In the
Faculty of Engineering**

June 2005

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Faculty of Engineering Task Force on Faculty Issues

Executive Summary

A task force consisting of representatives from each engineering department (other than Architecture) was struck to assess the general well-being of the Engineering faculty members. A questionnaire was circulated and 83 faculty (41%) responded.

In general, most faculty members appear satisfied with their job.

However, there are issues that should be considered, namely:

- High work loads
- Salary and teaching load anomalies
- Lack of space and departmental fragmentation
- Orientation of new faculty
- The annual review process

Recommendations are made including mentoring of new faculty, the establishment of an enrichment programme and striking special task forces to address other outstanding issues.

Background Information

The mandate of the Task Force was to review faculty issues and enhance the Faculty community experience. This included such issues as new faculty orientation (information sessions, handouts, mentoring, etc.), faculty performance evaluations, and overall recruitment and retention. Other issues from an overall Faculty wide perspective were considered as they arose during our deliberations.

The members of this task force were:

Alan Plumtree, Mechanical Engineering (chair)
Peter Douglas, Chemical Engineering
Susan Tighe, Civil Engineering
Ravi Mazumdar, Electrical and Computer Engineering
Brian Cozzarin, Management Sciences
Metin Renksizbulut, Mechanical Engineering and Faculty Association, UW
Paul Fieguth, Systems Design Engineering
Amy Resmer, Dean of Engineering Office, (secretary)

In order to identify the issues facing faculty members, the Task Force with the help of Scott Jeffrey, MSci developed an online anonymous survey to collect views and feedback. The survey covered all areas of our academic community and the responses provided the base for recommendations aimed to enhance the experience of all our faculty members.

The survey questions together with the category responses are given in Appendix 1. A total of 37 questions at the University (7 questions), Faculty (18 questions) and Departmental (12 questions) levels were posed dealing with the issues mentioned above. It will be apparent that the questions were posed as statements, which required definitive answers. Respondents were given the choice of one of five decisive categories for each question varying from Strongly Agree, Agree, Neutral, Disagree to Strongly Disagree. The category Don't Know was also included.

Observations

The Task Force received 83 completed survey responses (43% of 195 Faculty members). The responses were first separated according to department and rank, as shown in Tables 1 and 2 respectively.

Table 1 Responses by Department

Department	Total Faculty Members	Responses
Chemical Engineering (Chem)	24	38%
Civil Engineering (Civ)	29	41%
Electrical & Computer Engineering (E&CE)	67	24%
Management Sciences (MSci)	15	50%
Mechanical Engineering (Mech)	38	74%
Systems Design Engineering (SD)	20	50%

Table 2 Responses by Rank

Rank	Total Faculty Members	Responses
Lecturer	13	31%
Assistant Professor	42	57%
Associate Professor	57	49%
Professor	83	41%

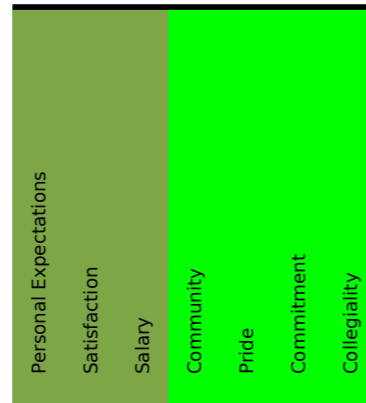
The responses were summarized and are presented in the form of the attached spreadsheet, Figure 1 (prepared by Paul Fieguth for the Task Force on Faculty Issues).

All the numbers in the spreadsheet are numerical averages and represent the survey responses by category, i.e. Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree are represented numerically by 100, 50, 0, -50, -100 respectively.

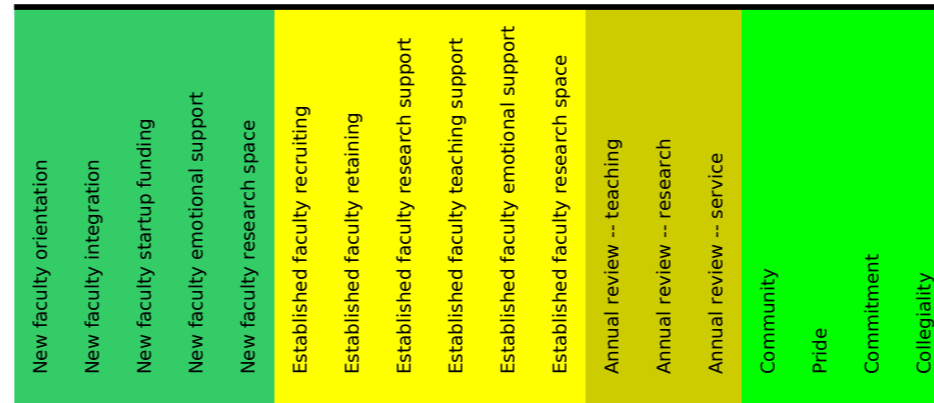
Colours on the spreadsheet represent the extent of departure from neutral (having no colour). It then becomes evident to recognize any

- departure of a department from the inter-departmental mean,
- departure of a professional rank from the inter-rank mean,
- departure of the overall response on each question from the inter-question mean.

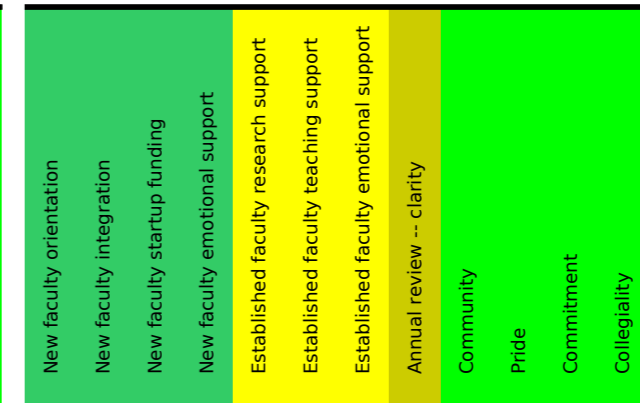
University Level Questions



Departmental Level Questions



Faculty Level Questions



By Department # Resp. Average Response

Department	# Resp.	Average Response
Chemical Engineering	9	33
Civil Engineering	12	18
Electrical & Computer Eng	16	6
Management Sciences	7	53
Mechanical Engineering	29	24
Systems Design Engineeri	10	12

50	72	39	39	44	56	33
63	50	29	0	46	25	0
22	22	25	3	22	16	6
64	64	-21	71	79	79	86
53	55	38	24	38	40	40
40	45	5	15	45	40	25

17	28	0	50	-28	39	50	-17	44	39	0	50	56	33	33	28	61	61
-4	8	-13	8	-8	8	42	-33	8	25	4	29	50	38	25	33	29	25
0	16	13	9	22	0	-6	-16	3	6	16	0	-6	-3	-19	6	13	0
71	71	57	64	50	14	7	14	29	64	29	14	71	79	71	79	86	79
-14	5	36	12	-16	47	43	-10	-10	0	3	41	33	24	33	34	36	41
-25	0	5	25	-55	25	15	-25	5	-5	-45	-5	15	20	30	45	40	45

11	22	-22	39	6	33	39	39	39	39	44	56	50
4	4	-4	4	-4	13	13	33	25	50	21	25	
-6	0	13	0	0	19	0	-9	-9	25	13	13	
57	57	57	64	-14	0	57	36	50	79	71	71	
7	21	33	17	-10	-3	7	14	34	48	36	47	
-20	-5	5	10	-10	5	15	10	0	40	45	20	

Colouration:
Where do departments show significant differences in opinion?

By Rank # Resp. Average Response

Rank	# Resp.	Average Response
Definite Term Appointmer	3	0
Assistant Professor	25	33
Associate Professor	21	22
Professor	34	15
Response difference between Assistant and Full Professors:		

17	17	50	-17	50	50	33
40	62	18	44	56	56	50
64	57	45	12	40	33	12
46	38	16	13	29	26	24
-6	24	2	31	27	30	26

-50	17	-17	17	50	-17	-17	-17	17	17	17	-17	-17	-33	0	-17	0	
6	16	10	34	-10	36	26	14	20	42	12	32	36	32	48	44	58	50
-5	10	21	17	-5	21	40	-14	5	19	5	24	33	19	21	43	45	38
1	18	26	15	-13	25	25	-37	-1	-10	-9	21	31	29	15	22	24	29
5	-2	-16	19	3	11	1	51	21	52	21	11	5	3	33	22	34	21

-50	-33	0	0	-17	0	17	-50	-33	17	0	17
18	24	12	34	22	28	30	18	38	56	48	50
0	7	19	10	-5	5	10	24	14	50	36	26
4	16	19	12	-26	-3	7	16	21	37	29	34
14	8	-7	22	48	31	23	2	17	19	19	16

Colouration:
Where do professors of different rank show significant differences in opinion?

Overall Average Response

Average Across Departments	24
Average Across Professors	23

49	51	19	25	46	42	32
50	52	26	23	42	39	28

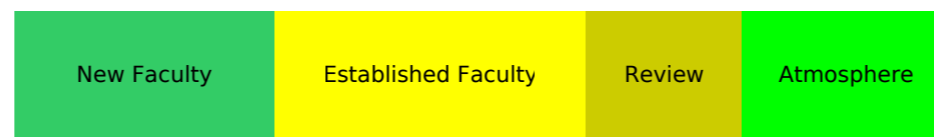
8	21	16	28	-6	22	25	-14	13	22	1	22	36	32	29	38	44	42
1	14	19	22	-9	27	30	-12	8	17	3	25	33	27	28	36	42	39

9	17	14	22	-6	11	22	20	23	48	40	38
7	16	17	18	-3	10	16	19	24	48	38	37

Colouration:
Overall, how does sentiment vary by question?



University Level Questions

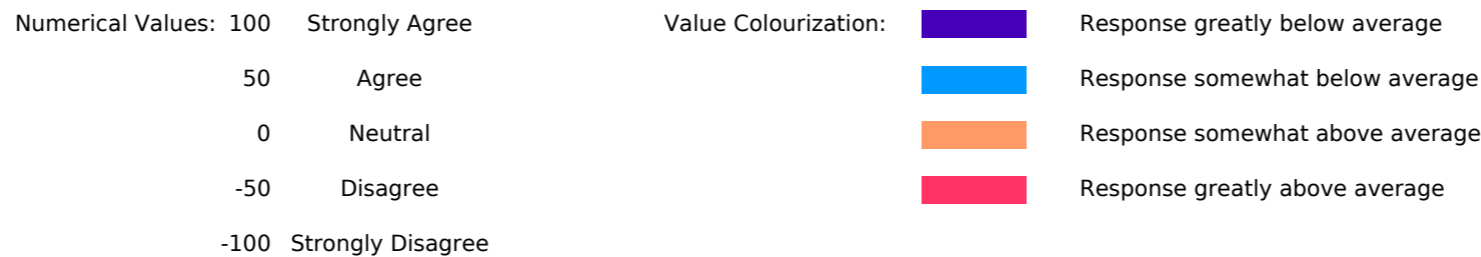


Departmental Level Questions



Faculty Level Questions

Colouration:
Grouping of questions by type to facilitate comparisons between university, department, and faculty levels



Considering these points, it can be noted at a glance that in general:

1. MSci is more positive (agreeing more with positive statements) than average, whereas SD and E&CE are less so. This is also seen when Comparing Means (Appendix 2).
2. Most respondents are satisfied with their job (see also Appendix 2). There is positive feedback that career path expectations have been met.
3. Assistant professors are more positive (agreeing more with positive statements) than full professors (see also Appendix 2).
4. The overall areas of greatest concerns are research support, research space and the orientation of new faculty.

Trends-University/Faculty/Departmental Levels

Atmosphere (*pride ,commitment, community and collegiality*)

Overall, there is a positive atmosphere, especially showing pride and commitment, less so in terms of community and collegiality.

Across all three levels and considering all aspects of atmosphere, MSci was consistently positive whereas E&CE was consistently negative. In E&CE the strongest negative sentiment appeared at the Department level.

New Faculty

There is a clear consensus that the orientation of new faculty members needs attention, and that the research space for new faculty is inadequate. At the Departmental level, there are:

- significant space concerns in SD and Chem
- significant orientation concerns in SD and Mech
- start-up funding concerns – Chem and Civ

Established Faculty

There is a clear consensus that research support and research space for established faculty are inadequate. In particular there are:

- significant support concerns in Civ
- significant space concerns in SD

Recommendations

1. There should be more transparency regarding standardization of teaching loads, future directions, major financial allocations and initiatives within the faculty.
2. Collegiality and community spirit can be improved with better communication, including more events for the faculty. An easily accessible Events Website should be established. Monthly inter-departmental get-togethers over coffee and doughnuts, or wine and cheese are suggested as examples.
3. A two to three day enrichment programme given on a regular basis for faculty members should be introduced to elevate their teaching, research grant application and general managerial/leadership skills (an example of the latter is given in Appendix 3). External, as well as on-campus experts should be invited to give detailed sessions on the best practices in their respective areas.
4. Mentoring will greatly assist the orientation and integration of new faculty. All new faculty members should have a mentor, possibly interdepartmental where the research is interdisciplinary.
5. New faculty should teach a minimum of new courses within the first three years. This will help them settle in, get on with their research and give them more confidence.
6. The number of courses taught could be reduced by carrying out a critical assessment of Departmental offerings. Streamlining technical elective courses and by judicious avoidance of repetitive material in general will help to reduce the teaching loads.
7. Due to the perceived issues, Special Task Forces should be struck to assess and review
 - Salary anomalies within the Departments and across the Faculty.
 - New, as well as, existing space allocation and distribution throughout the Faculty.
 - The annual review process which should include an appreciation of research quality at the both Departmental and Faculty levels.
 - Evaluation of courses including those given at the graduate, as well as the undergraduate level.

Appendices

Appendix #1:

Survey:	*Email that was sent to faculty	Page 11
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Appendix #1

Email Message

Dear Faculty Member,

In conjunction with the Task Force on Faculty Issues as a part of the Vision 2010 Faculty of Engineering planning exercise, I would like to invite you to participate in our survey.

The mandate of this task force is to review faculty issues and enhance the faculty community experience. This includes such issues as new Faculty orientation (information sessions, handouts, mentoring, etc.), faculty performance evaluations, and overall recruitment and retention. Other issues from an overall Faculty wide perspective will be considered as they arise in our deliberations.

Please assist us in identifying the issues that are important to our faculty members so that we may make recommendations for the Faculty Planning Committee. The survey completed anonymously should take no more than 15 minutes to complete and can be found here and will be available April 19th:

<http://www.eng.uwaterloo.ca/~deansweb/survey/task-force/>

We appreciate your participation and assure that all information will be kept strictly confidential.

This survey has been reviewed by and received ethics clearance through the Office of Research Ethics. If you have any questions or concerns regarding your participation in this survey, please contact Dr. Susan Sykes, Director, Office of Research Ethics at x6005, or by email ssykes@uwaterloo.ca.

Intro Page to the Survey

Faculty Issues Questionnaire

The Faculty of Engineering is interested in obtaining your feedback through an on-line survey. The information will be used to make recommendations for the Vision 2010 Planning Exercise.

If you agree to participate in this study, you will be asked questions about your perceptions as a faculty member in the Faculty of Engineering, and what can be improved upon. You will not be asked to provide any personal identifying information. Participation in this survey should take approximately 15 minutes.

You may decline to answer particular questions, if you wish, and you can withdraw from participation at any time. Declining to answer or withdrawing your participation will have no impact on your relationship with the University of Waterloo (UW) or the Faculty of Engineering. Participation in this survey is voluntary and the final decision to participate is yours. Your information will be obtained anonymously and will be stored on a secure server.

If you have any general questions or comments about this survey, please contact Amy Resmer at aresmer@engmail.uwaterloo.ca , ext. 7798 or Alan Plumtree at plumtree@engmail.uwaterloo.ca ext. 6840.

This survey has been reviewed by and received ethics clearance through the Office of Research Ethics. If you have any questions or concerns regarding your participation in this survey, please contact Dr. Susan Sykes, Director, Office of Research Ethics at x6005, or by email ssykes@uwaterloo.ca.

<Start Questionnaire>

Questionnaire: Task Force on Faculty Issues

The Task Force on Faculty Issues, as a part of Vision 2010, the Faculty of Engineering Planning Exercise, has been constituted to gather information regarding the well-being of its faculty members and to make recommendations for any possible changes.

Please take a few moments to complete this survey. This survey will assist the task force in our deliberations. It is important to note that your responses will be kept completely confidential. Categories will be collapsed so that reporting does not include small numbers.

Department: drop down box <Chemical/Civil/Electrical & Computer/Management Sciences./Mechanical/Systems Design>

Title: drop down box with titles, <assistant professor / associate professor. / professor. / definite term appointment>

Age Group <25-35, 36-45, 46-55, 56-65, 66+, N/R>

Years of Service <0-5, 6-10, 11-15, 16-20, 21-25, 26-30, 31-35, 36+, N/R>

Gender: <M F N/R>

The scale is as follows:

1=Strongly Agree

2=Agree

3=Neutral

4= Disagree

5=Strongly Disagree

D/N = Don't Know

Please consider the following questions at the general University level

#1 My expectations have been met when considering or reflecting on my career path.

#2 I am satisfied with my job.

#3 I am satisfied with my salary.

#4 There is an atmosphere at the University of Waterloo instilling

- a) community
- b) pride
- c) personal commitment
- d) collegiality

Comments at the general University level:

Please consider the following questions at the Department level

#1 My perception of our present practice for the

- a) orientation of new faculty is satisfactory
- b) integration of new faculty is satisfactory
- c) support of new faculty: i) start-up funding is adequate
ii) emotional support is adequate
iii) physical (space) is adequate

#2 My perception of our present practice of

- a) recruiting faculty members is satisfactory
- b) retaining faculty members is satisfactory

#3 My perception considering our established faculty members is that

- a) financial support from the department for research is adequate
- b) financial support from the department for teaching assistance is adequate
- c) emotional support is adequate
- d) physical (space) support is adequate

#4 My personal experience regarding the annual faculty performance evaluation process is satisfactory considering

- a) teaching
- b) research
- c) service

#5 My personal sense is that there is an atmosphere in my department instilling

- a) community
- b) pride
- c) personal commitment
- d) collegiality

#6a) My time is split as follows

Teaching ___%
Research ___%
Service ___%

b) Are you satisfied with this time split? Y N

Comments at the Department level:

Please consider the following questions at the Faculty level.

#1 My perception of our present practice of

- a) orientation of new faculty is satisfactory
- b) integration of new faculty is satisfactory
- c) supporting new faculty: i) financial support is adequate
ii) emotional support is adequate

#2 My perception considering our established faculty members (5+ years) is that

- a) financial support from the Faculty for research is adequate
- b) financial support from the Faculty for teaching assistance is adequate
- c) emotional support is adequate

#3 The annual faculty performance evaluation process is clear.

#4 There is an atmosphere in the Faculty instilling

- a) community
- b) pride
- c) personal commitment
- d) collegiality

Comments at the Faculty level:

Overall Comments:

Exit Page

Thank you,

for participating in our Task Force on Faculty Issues Questionnaire! Your feedback is extremely valuable.

Results of this survey can be obtained anytime through either:

Amy Resmer, aresmer@engmail.uwaterloo.ca ext. 7798

Alan Plumtree, plumtree@engmail.uwaterloo.ca ext. 6840

As well recommendations based on the results from this questionnaire and will be available in the Plan for the Vision 2010 Planning Exercise.

We would like to assure you that this study has been reviewed by, and received ethics clearance through, the Office of Research Ethics. If you have any concerns regarding your participation in this study, please contact Dr. Susan Sykes, Director, Office of Research Ethics at ssykes@uwaterloo.ca or (519) 888-4567 Ext. 6005.

Faculty Task Force Survey Results

(Organized by Department, title & years of service)

Breakdown of responses by department and gender:

Department	Gender			Grand Total
	F	M	N/R	
Chemical Engineering		9		9
Civil Engineering	1	10	1	12
Electrical & Computer Engineering		15	1	16
Management Sciences		7		7
Mechanical Engineering	6	23		29
Systems Design Engineering		8	2	10
Grand Total	7	72	4	83

Breakdown of responses by department, title and years of service:

Department	Title	Years of Service	Total
Chemical Engineering	Assistant Professor	0-5	3
		6-10	1
	Assistant Professor Total		4
	Associate Professor	6-10	1
		11-15	1
	Associate Professor Total		2
	Professor	16-20	2
		21-25	1
Professor Total		3	
Chemical Engineering Total			9
Civil Engineering	Assistant Professor	0-5	2
		N/R	1
	Assistant Professor Total		3
	Associate Professor	6-10	4
		16-20	1
	Associate Professor Total		5
	Professor	6-10	1
		11-15	1
26-30		1	
N/R		1	
Professor Total		4	
Civil Engineering Total			12
Electrical & Computer Engineering	Definite Term Appointment	0-5	2
		21-25	1
	Definite Term Appointment Total		3
	Assistant Professor	0-5	2
	Assistant Professor Total		2
	Associate Professor	0-5	2
		6-10	2
11-15		1	
Associate Professor Total		5	

	Professor	6-10	1
		11-15	2
		16-20	1
		31-35	1
		36+	1
	Professor Total		6
Electrical & Computer Engineering Total			16
Management Sciences	Assistant Professor	0-5	4
	Assistant Professor Total		4
	Professor	0-5	1
		21-25	2
	Professor Total		3
Management Sciences Total			7
Mechanical Engineering	Assistant Professor	0-5	9
	Assistant Professor Total		9
	Associate Professor	6-10	5
		16-20	1
	Associate Professor Total		6
	Professor	0-5	1
		6-10	2
		16-20	3
		21-25	5
		26-30	2
		36+	1
	Professor Total		14
Mechanical Engineering Total			29
Systems Design Engineering	Assistant Professor	0-5	2
		N/R	1
	Assistant Professor Total		3
	Associate Professor	0-5	1
		6-10	2
	Associate Professor Total		3
	Professor	11-15	2
	26-30	1	
		N/R	1
	Professor Total		4
Systems Design Engineering Total			10
Grand Total			83

**(All questions have been organized by title)
University Level Questions**

My expectations have been met when considering or reflecting on my career path.

Title	University #1	Total
Definite Term Appointment	Agree	1
	Neutral	2
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	5
	Agree	13
	Neutral	5
	Disagree	1
	Strongly Disagree	1
Assistant Professor Total		25
Associate Professor	Strongly Agree	8
	Agree	12
	Disagree	1
Associate Professor Total		21
Professor	Strongly Agree	7
	Agree	21
	Neutral	2
	Disagree	2
	Strongly Disagree	1
	Don't Know	1
Professor Total		34
Grand Total		83

I am satisfied with my job.

Title	University #2	Total
Definite Term Appointment	Agree	1
	Neutral	2
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	11
	Agree	10
	Neutral	3
	Disagree	1
Assistant Professor Total		25
Associate Professor	Strongly Agree	8
	Agree	11
	Disagree	1
	Strongly Disagree	1
Associate Professor Total		21
Professor	Strongly Agree	6
	Agree	19
	Neutral	5
	Disagree	1
	Strongly Disagree	2
	Don't Know	1
Professor Total		34
Grand Total		83

I am satisfied with my salary.

Title	University #3	Total
Definite Term Appointment	Strongly Agree	1
	Agree	1
	Neutral	1
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	5
	Agree	8
	Neutral	4
	Disagree	7
	Strongly Disagree	1
Assistant Professor Total		25
Associate Professor	Strongly Agree	4
	Agree	13
	Neutral	2
	Strongly Disagree	1
	(null)	1
Associate Professor Total		21
Professor	Strongly Agree	3
	Agree	18
	Neutral	3
	Disagree	5
	Strongly Disagree	4
	Don't Know	1
Professor Total		34
Grand Total		83

There is an atmosphere at the University of Waterloo instilling community.

Title	University #4a	Total
Definite Term Appointment	Agree	1
	Disagree	2
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	7
	Agree	10
	Neutral	7
	Strongly Disagree	1
Assistant Professor Total		25
Associate Professor	Strongly Agree	2
	Agree	6
	Neutral	7
	Disagree	5
	(null)	1
Associate Professor Total		21
Professor	Strongly Agree	4
	Agree	9
	Neutral	13
	Disagree	6
	Strongly Disagree	1
	Don't Know	1
Professor Total		34
Grand Total		83

There is an atmosphere at the University of Waterloo instilling pride.

Title	University #4b	Total
Definite Term Appointment	Agree	3
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	10
	Agree	11
	Neutral	2
	Disagree	1
	Strongly Disagree	1
Assistant Professor Total		25
Associate Professor	Strongly Agree	3
	Agree	12
	Neutral	4
	Disagree	1
	(null)	1
Associate Professor Total		21
Professor	Strongly Agree	7
	Agree	12
	Neutral	10
	Disagree	2
	Strongly Disagree	2
	Don't Know	1
Professor Total		34
Grand Total		83

There is an atmosphere at the University of Waterloo instilling personal commitment.

Title	University #4c	Total
Definite Term Appointment	Strongly Agree	1
	Agree	1
	Neutral	1
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	8
	Agree	14
	Neutral	2
	Strongly Disagree	1
Assistant Professor Total		25
Associate Professor	Strongly Agree	4
	Agree	9
	Neutral	5
	Disagree	1
	Strongly Disagree	1
	(null)	1
Associate Professor Total		21
Professor	Strongly Agree	3
	Agree	17
	Neutral	8
	Disagree	5
	Don't Know	1
Professor Total		34
Grand Total		83

There is an atmosphere at the University of Waterloo instilling collegiality.

Title	University #4d	Total
Definite Term Appointment	Agree	2
	Neutral	1
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	10
	Agree	8
	Neutral	5
	Disagree	1
	Strongly Disagree	1
Assistant Professor Total		25
Associate Professor	Strongly Agree	1
	Agree	8
	Neutral	7
	Disagree	3
	Strongly Disagree	1
	(null)	1
Associate Professor Total		21
Professor	Strongly Agree	3
	Agree	15
	Neutral	10
	Disagree	5
	Don't Know	1
Professor Total		34
Grand Total		83

University Level Comments

Pages 23 through 25 have been removed from the public copy of this report since they solely include comments submitted to the survey. We have excluded them from the public copy to preserve the confidentiality of the survey.

If you have questions regarding these comments, please contact Martha Foulds in the Dean's Office at ext. 2544 or mfoulds@engmail.uwaterloo.ca.

Department Level Questions

My perception for our present practice for the orientation of new faculty is satisfactory.

Title	Department #1a	Total
Definite Term Appointment	Neutral	1
	Disagree	1
	Strongly Disagree	1
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	4
	Agree	8
	Neutral	3
	Disagree	7
	Strongly Disagree	3
Assistant Professor Total		25
Associate Professor	Strongly Agree	2
	Agree	5
	Neutral	6
	Disagree	3
	Strongly Disagree	4
	Don't Know	1
Associate Professor Total		21
Professor	Strongly Agree	6
	Agree	6
	Neutral	7
	Disagree	11
	Strongly Disagree	3
	Don't Know	1
Professor Total		34
Grand Total		83

My perception of our present practice for the integration of new faculty is satisfactory.

Title	Department #1b	Total
Definite Term Appointment	Agree	2
	Disagree	1
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	5
	Agree	7
	Neutral	6
	Disagree	5
	Strongly Disagree	2
Assistant Professor Total		25
Associate Professor	Strongly Agree	2
	Agree	9
	Neutral	3
	Disagree	3
	Strongly Disagree	3
	Don't Know	1
Associate Professor Total		21
Professor	Strongly Agree	7
	Agree	8
	Neutral	9
	Disagree	8
	Strongly Disagree	1
	Don't Know	1
Professor Total		34
Grand Total		83

My perception of our present practice for the support of new faculty for start-up funding is adequate.

Title	Department #1ci	Total
Definite Term Appointment	Agree	1
	Neutral	1
	Strongly Disagree	1
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	5
	Agree	6
	Neutral	5
	Disagree	5
	Strongly Disagree	3
	Don't Know	1
Assistant Professor Total		25
Associate Professor	Strongly Agree	5
	Agree	4
	Neutral	5
	Disagree	3
	Strongly Disagree	1
	Don't Know	3
Associate Professor Total		21
Professor	Strongly Agree	7
	Agree	10
	Neutral	8
	Disagree	6
	Don't Know	3
Professor Total		34
Grand Total		83

My perception of our present practice for the support of new faculty with emotional support is adequate.

Title	Department #1cii	Total
Definite Term Appointment	Agree	1
	Neutral	2
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	7
	Agree	8
	Neutral	5
	Disagree	3
	Strongly Disagree	1
	Don't Know	1
Assistant Professor Total		25
Associate Professor	Strongly Agree	2
	Agree	7
	Neutral	7
	Disagree	2
	Strongly Disagree	1
	Don't Know	2
Associate Professor Total		21
Professor	Strongly Agree	4
	Agree	13
	Neutral	6
	Disagree	7
	Strongly Disagree	2
	Don't Know	2
Professor Total		34
Grand Total		83

My perception of our present practice for the support of new faculty for space is adequate.

Title	Department #1ciii	Total
Definite Term Appointment	Strongly Agree	1
	Agree	1
	Neutral	1
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	3
	Agree	7
	Neutral	2
	Disagree	8
	Strongly Disagree	5
Assistant Professor Total		25
Associate Professor	Strongly Agree	1
	Agree	5
	Neutral	7
	Disagree	5
	Strongly Disagree	2
	Don't Know	1
Associate Professor Total		21
Professor	Strongly Agree	4
	Agree	5
	Neutral	9
	Disagree	8
	Strongly Disagree	7
	Don't Know	1
Professor Total		34
Grand Total		83

My perception of our present practice of recruiting faculty members is satisfactory.

Title	Department #2a	Total
Definite Term Appointment	Agree	1
	Neutral	1
	Strongly Disagree	1
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	8
	Agree	7
	Neutral	6
	Disagree	1
	Strongly Disagree	2
	Don't Know	1
Assistant Professor Total		25
Associate Professor	Strongly Agree	1
	Agree	12
	Neutral	4
	Disagree	3
	Strongly Disagree	1
Associate Professor Total		21
Professor	Strongly Agree	4
	Agree	19
	Neutral	3
	Disagree	6
	Strongly Disagree	2
Professor Total		34
Grand Total		83

My perception of our present practice of retaining faculty members is satisfactory.

Title	Department #2b	Total
Definite Term Appointment	Agree	1
	Disagree	2
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	5
	Agree	7
	Neutral	8
	Disagree	2
	Strongly Disagree	1
	Don't Know	2
Assistant Professor Total		25
Associate Professor	Strongly Agree	3
	Agree	12
	Neutral	4
	Disagree	1
	Don't Know	1
Associate Professor Total		21
Professor	Strongly Agree	6
	Agree	14
	Neutral	7
	Disagree	3
	Strongly Disagree	3
	Don't Know	1
Professor Total		34
Grand Total		83

My perception considering our established faculty members (5+ years) is that financial support from the department of research is adequate.

Title	Department #3a	Total
Definite Term Appointment	Disagree	1
	Don't Know	2
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	3
	Agree	7
	Neutral	6
	Disagree	4
	Strongly Disagree	1
	Don't Know	4
Assistant Professor Total		25
Associate Professor	Strongly Agree	3
	Agree	3
	Neutral	2
	Disagree	11
	Strongly Disagree	2
Associate Professor Total		21
Professor	Strongly Agree	2
	Agree	5
	Neutral	2
	Disagree	14
	Strongly Disagree	10
	Don't Know	1
Professor Total		34
Grand Total		83

My perception considering our established faculty members (5+ years) is that financial support from the department for teaching assistance is adequate.

Title	Department #3b	Total
Definite Term Appointment	Disagree	1
	Don't Know	2
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	3
	Agree	10
	Neutral	4
	Disagree	4
	Strongly Disagree	1
	Don't Know	3
Assistant Professor Total		25
Associate Professor	Strongly Agree	1
	Agree	6
	Neutral	8
	Disagree	4
	Strongly Disagree	1
	Don't Know	1
Associate Professor Total		21
Professor	Strongly Agree	3
	Agree	10
	Neutral	10
	Disagree	5
	Strongly Disagree	6
Professor Total		34
Grand Total		83

My perception considering our established faculty members (5+ years) is that emotional support is adequate.

Title	Department #3c	Total
Definite Term Appointment	Agree	1
	Don't Know	2
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	5
	Agree	12
	Neutral	2
	Disagree	1
	Don't Know	5
Assistant Professor Total		25
Associate Professor	Strongly Agree	3
	Agree	8
	Neutral	6
	Strongly Disagree	3
	Don't Know	1
Associate Professor Total		21
Professor	Strongly Agree	1
	Agree	11
	Neutral	7
	Disagree	8
	Strongly Disagree	6
	Don't Know	1
Professor Total		34
Grand Total		83

My perception considering our established faculty members is that space support is adequate.

Title	Department #3d	Total
Definite Term Appointment	Agree	1
	Don't Know	2
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	4
	Agree	7
	Neutral	4
	Disagree	5
	Strongly Disagree	2
	Don't Know	3
Assistant Professor Total		25
Associate Professor	Strongly Agree	3
	Agree	5
	Neutral	5
	Disagree	7
	Strongly Disagree	1
Associate Professor Total		21
Professor	Strongly Agree	4
	Agree	9
	Neutral	7
	Disagree	5
	Strongly Disagree	9
Professor Total		34
Grand Total		83

My personal experience regarding the annual faculty performance evaluation process is satisfactory considering teaching.

Title	Department #4a	Total
Definite Term Appointment	Agree	2
	Disagree	1
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	8
	Agree	6
	Neutral	4
	Disagree	2
	Strongly Disagree	2
	Don't Know	3
Assistant Professor Total		25
Associate Professor	Strongly Agree	3
	Agree	8
	Neutral	6
	Disagree	4
Associate Professor Total		21
Professor	Strongly Agree	10
	Agree	9
	Neutral	4
	Disagree	5
	Strongly Disagree	5
	Don't Know	1
Professor Total		34
Grand Total		83

My personal experience regarding the annual faculty performance evaluation process is satisfactory considering research.

Title	Department #4b	Total
Definite Term Appointment	Neutral	2
	Disagree	1
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	7
	Agree	7
	Neutral	7
	Disagree	1
	Strongly Disagree	1
	Don't Know	2
Assistant Professor Total		25
Associate Professor	Strongly Agree	4
	Agree	9
	Neutral	5
	Disagree	1
	Strongly Disagree	1
	Don't Know	1
Associate Professor Total		21
Professor	Strongly Agree	10
	Agree	12
	Neutral	4
	Disagree	3
	Strongly Disagree	4
	Don't Know	1
Professor Total		34
Grand Total		83

My personal experience regarding the annual faculty performance evaluation process is satisfactory considering service.

Title	Department #4c	Total
Definite Term Appointment	Agree	1
	Neutral	1
	Strongly Disagree	1
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	7
	Agree	6
	Neutral	8
	Strongly Disagree	2
	Don't Know	2
Assistant Professor Total		25
Associate Professor	Strongly Agree	2
	Agree	7
	Neutral	9
	Disagree	1
	Strongly Disagree	1
Associate Professor Total		21
Professor	Strongly Agree	10
	Agree	11
	Neutral	5
	Disagree	3
	Strongly Disagree	4
	Don't Know	1
Professor Total		34
Grand Total		83

My personal sense is that there is an atmosphere in my department instilling community.

Title	Department #5a	Total
Definite Term Appointment	Neutral	1
	Disagree	2
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	10
	Agree	9
	Neutral	3
	Disagree	1
	Strongly Disagree	2
Assistant Professor Total		25
Associate Professor	Strongly Agree	4
	Agree	5
	Neutral	9
	Disagree	2
	Strongly Disagree	1
Associate Professor Total		21
Professor	Strongly Agree	7
	Agree	10
	Neutral	7
	Disagree	6
	Strongly Disagree	4
Professor Total		34
Grand Total		83

My personal sense is that there is an atmosphere in my department instilling pride.

Title	Department #5b	Total
Definite Term Appointment	Agree	1
	Neutral	1
	Disagree	1
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	8
	Agree	11
	Neutral	3
	Disagree	1
	Strongly Disagree	2
Assistant Professor Total		25
Associate Professor	Strongly Agree	5
	Agree	10
	Neutral	4
	Disagree	2
Associate Professor Total		21
Professor	Strongly Agree	6
	Agree	14
	Neutral	5
	Disagree	7
	Strongly Disagree	2
Professor Total		34
Grand Total		83

My personal sense is that there is an atmosphere in my department instilling personal commitment.

Count of Department #5c		Total
Title	Department #5c	Total
Definite Term Appointment	Strongly Agree	1
	Strongly Disagree	1
	Disagree	1
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	9
	Agree	13
	Neutral	2
	Strongly Disagree	1
Assistant Professor Total		25
Associate Professor	Strongly Agree	7
	Agree	8
	Neutral	3
	Disagree	3
Associate Professor Total		21
Professor	Strongly Agree	7
	Agree	12
	Neutral	8
	Strongly Disagree	3
	Disagree	4
Professor Total		34
Grand Total		83

My personal sense is that there is an atmosphere in my department instilling collegiality.

Title	Department #5d	Total
Definite Term Appointment	Neutral	3
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	11
	Agree	6
	Neutral	6
	Disagree	1
	Strongly Disagree	1
Assistant Professor Total		25
Associate Professor	Strongly Agree	5
	Agree	8
	Neutral	7
	Strongly Disagree	1
Associate Professor Total		21
Professor	Strongly Agree	9
	Agree	11
	Neutral	6
	Disagree	7
	Strongly Disagree	1
Professor Total		34
Grand Total		83

My time split is as follows:

Time Split					
Department	Teaching	Research	Service	Total	
Chemical Engineering	70	15	15	100	
Chemical Engineering	50	25	25	100	
Chemical Engineering	30	40	30	100	
Chemical Engineering	50	25	25	100	
Chemical Engineering	45	45	10	100	
Chemical Engineering	45	45	10	100	
Chemical Engineering	20	70	30	120	
Average	44	38	21		
Civil Engineering	50	30	30	110	
Civil Engineering	40	40	20	100	
Civil Engineering	50	40	10	100	
Civil Engineering	55	40	5	100	
Civil Engineering	60	30	10	100	
Civil Engineering	35	45	20	100	
Civil Engineering	40	40	20	100	
Civil Engineering	30	50	20	100	
Civil Engineering	30	50	20	100	
Civil Engineering	40	40	20	100	
Civil Engineering	40	40	20	100	
Average	43	40	18		
Electrical & Computer Engineering	40	40	20	100	
Electrical & Computer Engineering	60	20	20	100	
Electrical & Computer Engineering	50	10	40	100	
Electrical & Computer Engineering	30	40	30	100	
Electrical & Computer Engineering	40	20	40	100	
Electrical & Computer Engineering	50	30	20	100	
Electrical & Computer Engineering	50	50	20	120	
Electrical & Computer Engineering	60	25	15	100	
Electrical & Computer Engineering	40	30	30	100	
Electrical & Computer Engineering	30	40	30	100	
Electrical & Computer Engineering	40	40	20	100	
Electrical & Computer Engineering	70	20	10	100	
Electrical & Computer Engineering	50	30	30	110	
Electrical & Computer Engineering	40	25	35	100	
Electrical & Computer Engineering	30	55	15	100	
Electrical & Computer Engineering	40	30	30	100	
Average	45	32	25		
Management Sciences	50	30	20	100	
Management Sciences	50	30	20	100	
Management Sciences	20	40	40	100	
Management Sciences	20	40	40	100	
Management Sciences	30	40	30	100	
Management Sciences	40	40	20	100	
Average	35	37	28		
Mechanical Engineering	30	30	40	100	
Mechanical Engineering	36	54	8	98	
Mechanical Engineering	20	40	40	100	
Mechanical Engineering	50	30	20	100	
Mechanical Engineering	45	35	20	100	
Mechanical Engineering	35	20	25	80	
Mechanical Engineering	40	50	10	100	
Mechanical Engineering	40	20	40	100	
Mechanical Engineering	30	25	25	80	
Mechanical Engineering	20	50	30	100	
Mechanical Engineering	20	40	40	100	

Mechanical Engineering	20	60	20	100
Mechanical Engineering	30	30	40	100
Mechanical Engineering	20	10	70	100
Mechanical Engineering	50	30	20	100
Mechanical Engineering	40	50	10	100
Mechanical Engineering	20	20	80	120
Mechanical Engineering	40	35	25	100
Mechanical Engineering	40	10	50	100
Mechanical Engineering	15	5	80	100
Mechanical Engineering	25	30	45	100
Mechanical Engineering	40	40	20	100
Mechanical Engineering	40	50	10	100
Mechanical Engineering	20	60	20	100
Mechanical Engineering	40	40	20	100
Mechanical Engineering	60	30	10	100
Mechanical Engineering	35	40	25	100
Average	33	35	31	
Systems Design Engineering	50	15	25	90
Systems Design Engineering	40	20	40	100
Systems Design Engineering	45	35	20	100
Systems Design Engineering	40	40	20	100
Systems Design Engineering	20	40	40	100
Systems Design Engineering	30	50	20	100
Systems Design Engineering	30	20	50	100
Systems Design Engineering	60	30	10	100
Systems Design Engineering	40	30	30	100
Average	39	31	28	
Average of All	39	35	26	

Are you satisfied with this time split? Yes-44, No-33, No answer-6

Department Level Comments

Pages 40 through 46 have been removed from the public copy of this report since they solely include comments submitted to the survey. We have excluded them from the public copy to preserve the confidentiality of the survey.

If you have questions regarding these comments, please contact Martha Foulds in the Dean's Office at ext. 2544 or mfoulds@engmail.uwaterloo.ca.

Faculty Level Questions

My perception of our present practice of orientation of new faculty is satisfactory.

Title	Faculty #1a	Total
Definite Term Appointment	Neutral	1
	Disagree	1
	Strongly Disagree	1
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	6
	Agree	5
	Neutral	7
	Disagree	4
	Strongly Disagree	2
	Don't Know	1
Assistant Professor Total		25
Associate Professor	Strongly Agree	1
	Agree	6
	Neutral	5
	Disagree	4
	Strongly Disagree	2
	Don't Know	3
Associate Professor Total		21
Professor	Strongly Agree	3
	Agree	8
	Neutral	10
	Disagree	7
	Strongly Disagree	2
	Don't Know	4
Professor Total		34
Grand Total		83

My perception of our present practice of integration of new faculty is satisfactory.

Title	Faculty #1b	Total
Definite Term Appointment	Neutral	1
	Disagree	2
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	6
	Agree	7
	Neutral	6
	Disagree	3
	Strongly Disagree	2
	Don't Know	1
Assistant Professor Total		25
Associate Professor	Strongly Agree	1
	Agree	8
	Neutral	5
	Disagree	3
	Strongly Disagree	2
	Don't Know	2
Associate Professor Total		21
Professor	Strongly Agree	3
	Agree	9
	Neutral	14
	Disagree	4
	Don't Know	4
Professor Total		34
Grand Total		83

My perception of our present practice, supporting new faculty, financial support is adequate.

Title	Faculty #1ci	Total
Definite Term Appointment	Agree	1
	Disagree	1
	Don't Know	1
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	2
	Agree	12
	Neutral	4
	Disagree	4
	Strongly Disagree	3
Assistant Professor Total		25
Associate Professor	Strongly Agree	4
	Agree	5
	Neutral	5
	Disagree	1
	Strongly Disagree	2
Associate Professor Total		17
Professor	Strongly Agree	4
	Agree	10
	Neutral	8
	Disagree	5
	Don't Know	7
Professor Total		34
Grand Total		83

My perception of our present practice, supporting new faculty, with emotional support is adequate.

Title	Faculty #1ci	Total
Definite Term Appointment	Agree	1
	Disagree	1
	Don't Know	1
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	2
	Agree	12
	Neutral	4
	Disagree	4
	Strongly Disagree	3
Assistant Professor Total		25
Associate Professor	Strongly Agree	4
	Agree	5
	Neutral	5
	Disagree	1
	Strongly Disagree	2
	Don't Know	4
Associate Professor Total		21
Professor	Strongly Agree	4
	Agree	10
	Neutral	8
	Disagree	5
	Don't Know	7
Professor Total		34
Grand Total		83

My perception considering our established faculty members is that financial support from the Faculty for research is adequate.

Title	Faculty #2a	Total
Definite Term Appointment	Disagree	1
	Don't Know	2
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	4
	Agree	7
	Neutral	5
	Disagree	2
	Strongly Disagree	1
	Don't Know	6
Assistant Professor Total		25
Associate Professor	Strongly Agree	3
	Agree	3
	Neutral	3
	Disagree	9
	Strongly Disagree	1
	Don't Know	2
Associate Professor Total		21
Professor	Strongly Agree	2
	Agree	3
	Neutral	8
	Disagree	13
	Strongly Disagree	6
	Don't Know	2
Professor Total		34
Grand Total		83

My perception considering our established faculty embers is that financial support from the Faculty for teaching is adequate.

Title	Faculty #2b	Total
Definite Term Appointment	Neutral	1
	Don't Know	2
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	4
	Agree	9
	Neutral	4
	Disagree	1
	Strongly Disagree	1
	Don't Know	6
Assistant Professor Total		25
Associate Professor	Strongly Agree	1
	Agree	6
	Neutral	7
	Disagree	2
	Strongly Disagree	2
	Don't Know	3
Associate Professor Total		21
Professor	Strongly Agree	3
	Agree	10
	Neutral	10
	Disagree	4
	Strongly Disagree	7
Professor Total		34
Grand Total		83

My perception considering our established faculty members is that emotional support is adequate.

Title	Faculty #2c	Total
Definite Term Appointment	Agree	1
	Don't Know	2
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	5
	Agree	6
	Neutral	8
	Disagree	1
	Don't Know	5
Assistant Professor Total		25
Associate Professor	Strongly Agree	1
	Agree	6
	Neutral	9
	Strongly Disagree	2
	Don't Know	3
Associate Professor Total		21
Professor	Strongly Agree	4
	Agree	8
	Neutral	12
	Disagree	7
	Strongly Disagree	2
	Don't Know	1
Professor Total		34
Grand Total		83

The annual faculty performance evaluation is clear.

Title	Faculty #3	Total
Definite Term Appointment	Disagree	1
	Strongly Disagree	1
	Don't Know	1
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	3
	Agree	10
	Neutral	5
	Disagree	3
	Strongly Disagree	2
	Don't Know	2
Assistant Professor Total		25
Associate Professor	Strongly Agree	2
	Agree	11
	Neutral	4
	Disagree	3
	Strongly Disagree	1
Associate Professor Total		21
Professor	Strongly Agree	7
	Agree	12
	Neutral	3
	Disagree	5
	Strongly Disagree	5
	Don't Know	2
Professor Total		34
Grand Total		83

There is an atmosphere in the Faculty instilling community.

Title	Faculty #4a	Total
Definite Term Appointment	Neutral	1
	Don't Know	1
	Strongly Disagree	1
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	7
	Agree	10
	Neutral	4
	Disagree	3
	Strongly Disagree	1
Assistant Professor Total		25
Associate Professor	Strongly Agree	1
	Agree	9
	Neutral	6
	Disagree	5
Associate Professor Total		21
Professor	Strongly Agree	5
	Agree	11
	Neutral	10
	Disagree	7
	Don't Know	1
Professor Total		34
Grand Total		83

There is an atmosphere in the Faculty instilling pride.

Title	Faculty #4b	Total
Definite Term Appointment	Agree	1
	Neutral	1
	Don't Know	1
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	9
	Agree	13
	Neutral	1
	Disagree	1
	Strongly Disagree	1
Assistant Professor Total		25
Associate Professor	Strongly Agree	5
	Agree	11
	Neutral	5
Associate Professor Total		21
Professor	Strongly Agree	7
	Agree	13
	Neutral	11
	Disagree	2
	Don't Know	1
Professor Total		34
Grand Total		83

There is an atmosphere in the Faculty instilling personal commitment.

Title	Faculty #4c	Total
Definite Term Appointment	Neutral	2
	Don't Know	1
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	8
	Agree	10
	Neutral	6
	Strongly Disagree	1
Assistant Professor Total		25
Associate Professor	Strongly Agree	3
	Agree	10
	Neutral	7
	Disagree	1
Associate Professor Total		21
Professor	Strongly Agree	4
	Agree	13
	Neutral	15
	Disagree	1
	Don't Know	1
Professor Total		34
Grand Total		83

There is an atmosphere in the Faculty instilling collegiality.

Title	Faculty #4d	Total
Definite Term Appointment	Agree	1
	Neutral	1
	Don't Know	1
Definite Term Appointment Total		3
Assistant Professor	Strongly Agree	9
	Agree	9
	Neutral	6
	Strongly Disagree	1
Assistant Professor Total		25
Associate Professor	Strongly Agree	2
	Agree	11
	Neutral	4
	Disagree	4
Associate Professor Total		21
Professor	Strongly Agree	6
	Agree	12
	Neutral	14
	Disagree	1
	Don't Know	1
Professor Total		34
Grand Total		83

Faculty Level Comments

Pages 57 through 59 have been removed from the public copy of this report since they solely include comments submitted to the survey. We have excluded them from the public copy to preserve the confidentiality of the survey.

If you have questions regarding these comments, please contact Martha Foulds in the Dean's Office at ext. 2544 or mfoulds@engmail.uwaterloo.ca.

Overall Comments

Pages 60 through 61 have been removed from the public copy of this report since they solely include comments submitted to the survey. We have excluded them from the public copy to preserve the confidentiality of the survey.

If you have questions regarding these comments, please contact Martha Foulds in the Dean's Office at ext. 2544 or mfoulds@engmail.uwaterloo.ca.

Prepared by Amy Resmer for the Task Force on Faculty Issues

Appendix #2

Brief Summary Based on Comparison of Means

This is a brief summary and comments on some of the key findings from the survey on Engineering Issues. The survey is not a random sample, and therefore could be subject to some response bias—perhaps because those who filled out the survey tended to be more concerned than those who did not. The nature of response bias, if any, cannot be determined since the survey was anonymous. Therefore the demographic characteristics of non-respondents against respondents cannot be analyzed.

However, from the responses, it was found that assistant professors were more likely to respond to the survey than others. Mechanical Engineering (Electrical and Computer Engineering) had the highest (lowest) response rate of the six engineering departments (Table 1 main text). As a check on the distribution by rank, a frequency analysis of length of service was performed. It was found that 22 of the 25 assistant professors had five or less years of service, and one had 6-10 years; three associates had five or less years of service, two had 11-15 years, two had 16-20 years; full professors were distributed predominantly in the 11-30 years of service range (23 out of 34 full professors fell in this range). This check confirmed that the respondents did not fall into any anomalous category – such as an assistant professor with 30 years of service.

In general, most faculty are satisfied with their job. The cumulative percentage of respondents who checked either “strongly agree” or “agree” with the statement was 80.7 percent. The majority of respondents seemed content with their salary, since 66.3 percent of respondents either strongly agreed or agreed with the statement “I am satisfied with my salary”.

The survey responses indicated that job satisfaction was highest amongst the assistant professors and then declined from associate to full professor, with the lowest “satisfaction” resting with the lecturers. Satisfaction with pay was highest amongst associate professors and lowest amongst assistant professors, seen when examining Table A1.

Table A1
University level satisfaction with job and salary by rank

Rank	"I am satisfied with my job"	"I am satisfied with my salary"
	(mean response*)	
Lecturer	2.67	2.00
Assistant	1.76	2.64
Associate	1.86	1.95
Full	2.15	2.59
Total	1.98	2.42

*Scale was 1-strongly agree, 2-agree, 3-neutral, 4-disagree, 5-strongly disagree. A lower average response indicates "more agreement" with the question.

The department with the lowest job satisfaction appeared to be Electrical and Computer Engineering (Table A2). While the department with the highest job satisfaction was Chemical Engineering. Systems Design Engineering was most satisfied when it came to salary, while Management Sciences was clearly not satisfied with the salary situation. The latter can be explained by the relatively high salaries that are earned elsewhere (i.e. in a business faculty as opposed to a faculty of engineering).

Table A2
University level satisfaction with job and salary by department

Rank	"I am satisfied with my job"	"I am satisfied with my salary"
	(mean response*)	
Chemical	1.56	2.22
Civil	2.00	2.42
Electrical	2.56	2.31
Management Sciences	1.71	3.43
Mechanical	1.79	2.14
Systems Design	2.10	2.10
Total	1.98	2.42

*Scale was 1-strongly agree, 2-agree, 3-neutral, 4-disagree, 5-strongly disagree. A lower average response indicates "more agreement" with the question.

Prepared by Brian Cozzarin for the Task Force on Faculty Issues

Appendix #3

Purpose of the Leadership Development Program

The leadership development course would provide a development for future leaders within the University of Waterloo. The initiative should be combined with the university's overall succession management strategy. The program would help to ensure we have the right people with the right competencies to deliver the business today and in the future. Most large organizations in private industry and government incorporate some leadership program to ensure their current and future leaders have the required skills. The leadership environment of today is much more extensive than in the past and requires development of people to ensure there is an adequate pool of leaders in an organization. University environments have the added pressures in that many of the faculty were hired based on their technical competencies rather than their leadership competencies, the role of professors is heavily technical, and there is very limited leadership development and training delivered to our faculty.

How will participants benefit from the leadership development program?

Participants of the program will benefit from this learning opportunity as it would enhance their leadership competencies required to perform in leadership roles. These competencies would include developing others, analytical thinking (for non-technical problems), resources management, relationship building, customer focus and of course leadership. The program would also provide exposure to university executives, as well as colleagues in other departments.

What would a leadership development program involve?

A leadership development program would expose participants to a variety of learning and development opportunities, which could include:

- classroom based learning curriculum,
- networking meetings,
- breakfast/lunch meetings with university executive,
- a 360-degree assessment,
- a mentoring program, and
- the opportunity to be considered for developmental assignments.

The curriculum would target the development of leadership competencies, and could include a series of modules to focus on contemporary leadership practices, strategic planning and management, and building a coaching and learning culture.

These modules would involve the following curriculum, which would also involve various management, administration, and human resource presentations directly related to the university.

Contemporary Leadership Practices

- Practices of Exemplary Leadership
- Building blocks of Coaching
- Asking great questions
- Team leadership

Strategic Planning and Management

- Vision/Mission
- How to create a strategic plan
- How to make the plan come alive
- The University planning process
- Performance measurement and management
- Costing and managing
- Service management

Building a Coaching and Learning Culture

- Best practices
- More Coaching
- Reflection and where you go from here – making it happen

Suggested facilitators for the modules.

John Burdett, PhD, and Vijay Jog, PhD, have presented/facilitated leadership modules for leadership development programs with excellent feedback. There may be alternative or complimentary internal resources at the University of Waterloo through the Management Science Program or Finance Program.

John Burdett, PhD (recommended for contemporary leadership practices and building a coaching and learning culture), is a highly respected international consultant focusing on what can best be described as reengineering the leadership process. John has a wealth of business experience as a senior executive on both sides of the Atlantic. As a consultant, he has worked in over thirty countries and for a wide range of organizations that are household names. He holds a doctoral degree in Management Development and is a Fellow of the Chartered Institute of Personnel and Development. A recipient of the prestigious "International Coach of the Year" award in Scandinavia, John received a teaching excellence award for his work on the executive programs at the University of Toronto. His teaching on the Executive MBA at the Helsinki University of Technology received like feedback. I read and enjoyed John's book "Leaders Must Lead!".

Vijay Jog (recommended for strategic planning and management) is a Chancellor Professor at Carleton University in Ottawa, Canada where he teaches corporate finance and value based management at the Sprott School of Business since 1982. In 1989, Vijay founded Corporate Renaissance Group (CRG) – now a global firm that specializes in improving enterprise performance through innovative solutions and software applications. CRG is based in Ottawa with subsidiaries in US, South Africa, and India and alliance partners in the Caribbean, U.K. and the Middle East. Vijay has provided consulting services to a wide range of companies around the world to improve their

performance and to assist senior management to achieve breakthrough performance. He is also a driving force behind CRG's many patented software applications (including FlexABM, Enterprise Scorecard, Shared Services Manager, emperform, myNsight) that are used by over 2,000 companies globally. Vijay received his BE (Hons.) in Chemical Engineering (1974) from BITS., and M.Eng (1975), MBA. (1977) and PhD (1983) from McGill University in Montreal, Canada. He is a recipient of many national and international awards including the Moulton Gold Medal and has been recognized by National Post as a "Leader in Management Education" in Canada. He has received over a \$1 million in research grants and has published over 100 research papers and books/monographs.

Prepared by S. Tighe for Task Force on Faculty Issues