

## **ADMINISTRATIVE REVIEW OF THE PRESIDENT**

24. APRIL 2014

OCADFA conducts yearly reviews of the administration on a three year rotation basis. Year one is the president, year two is the vice president academic, and year three are each of the three deans of the faculties of art, of design, and of liberal arts and sciences.

In each of these years, the OCADFA membership answers survey questions anonymously online. The results of the reviews are then presented to the members at the yearly general membership meeting each spring. The Board of Governors is also provided with the results of the reviews.

OCADFA, Ontario College of Art & Design Faculty Association  
Administrative Review of the President, April 2014

## EXECUTIVE SUMMARY

The need for the enclosed study is a reflection of the fact that many universities, nationally and worldwide, face a growing separation between their upper administration and everyone else. Sadly, in Ontario, OCAD University is no exception. In terms of the expansion of administrative positions, for example, in the last seven years, our vice-presidential complement has tripled: from two, to six. Moreover, not one of the seven top administrators has taught at OCADU.

In light of this situation, some of the questions that need to be addressed include: How does OCADU's top-heavy structure serve the day-to-day interests and concerns of practice-based learning in the studio and classroom? How do current conditions affect our capacity as educators at OCADU to practice our best teaching? Like a growing number of faculty associations, we've begun to track your responses to questions like these. We had a terrific response to this first survey, which gives a snapshot of the situation and provides a baseline against which we can compare future results. Please take some time to look at this document — it's predictable in many ways, but not in all.

We are pleased that a significant number of our faculty – 214 – chose to express their opinions on a range of topics. Please note that this number includes a high number of sessionals! In some areas, such as diversity awareness and public relations, President Diamond appears to be doing quite well. But other areas—leadership, financial management, creating the conditions for effective art and design education—show pronounced dissatisfaction. The major take-away from this is that a significant proportion of our faculty believe that there's lots of room for improvement. On another level, however, the number of faculty who chose to take a neutral position in response to questions is significant and raises further questions for us to pursue in the future.

OCADFA intends to make this a yearly undertaking that will cycle through the president, vice-president academic, and deans. That means we'll be refining this process in future editions, and so we welcome suggestions on how to tweak and improve this survey. We intend to gather this information not only for our use, but also for the use of other interested bodies, most significantly the Board of Governors. So your feedback is valuable, as it will help us make this survey as representational as possible.

Thanks again for your participation, and for all you do for the quality of education at OCAD University.

Charles Reeve  
Associate Professor, Liberal Arts and Sciences  
President, OCAD Faculty Association

**SECTION ONE: THE PRESIDENT’S ADMINISTRATIVE LEADERSHIP:**

(a) Has demonstrated outstanding leadership, interpersonal skills, and evidence in the ability to work openly and effectively with faculty, staff, and students.

Response	Chart	Percentage	Count
Strongly agree		4.7%	10
Agree		17.3%	37
Neutral		27.6%	59
Disagree		26.6%	57
Strongly disagree		23.8%	51
Total Responses			214

**RESULTS:** Agree = 22.0% Neutral = 27.6% **Disagree = 50.4%**

(b) Has demonstrated experience in labour relations and a willingness to work with the collective bargaining units and other employee groups.

Response	Chart	Percentage	Count
Strongly agree		2.3%	5
Agree		7.5%	16
Neutral		38.3%	82
Disagree		27.6%	59
Strongly disagree		24.3%	52
Total Responses			214

**RESULTS:** Agree = 9.8% Neutral = 38.3% **Disagree = 51.9%**

(c) Has demonstrated understanding of, and skills in fiscal management.

Response	Chart	Percentage	Count
Strongly agree		2.8%	6
Agree		16.4%	35
Neutral		29.4%	63
Disagree		29.9%	64
Strongly disagree		21.5%	46
Total Responses			214

**RESULTS:** Agree = 19.2% Neutral = 29.4% **Disagree = 51.4%**

(d) Has been effective in revenue generation, and a shown a preparedness to engage in general fund-raising activities.

Response	Chart	Percentage	Count
Strongly agree		10.3%	22
Agree		29.6%	63
Neutral		38.0%	81
Disagree		12.2%	26
Strongly disagree		9.9%	21
Total Responses			213

RESULTS: **Agree = 39.9%** Neutral = 38.0% Disagree = 22.1%

**SECTION TWO: THE PRESIDENT’S ACADEMIC LEADERSHIP:**

(e) Has demonstrated exceptional communication and public relations skills.

Response	Chart	Percentage	Count
Strongly agree		15.9%	34
Agree		30.8%	66
Neutral		23.8%	51
Disagree		22.0%	47
Strongly disagree		7.5%	16
Total Responses			214

RESULTS: **Agree = 46.7%** Neutral = 23.8% Disagree = 29.5%

(a) Has demonstrated commitment to the principles of academic freedom and collegiality:

Response	Chart	Percentage	Count
Strongly agree		5.6%	12
Agree		22.9%	49
Neutral		31.3%	67
Disagree		22.4%	48
Strongly disagree		17.8%	38
Total Responses			214

RESULTS: Agree = 28.5% Neutral = 31.3% **Disagree = 40.2%**

(b) Has demonstrated understanding of, respect of, and credibility within the enhancement of the university's academic excellence.

Response	Chart	Percentage	Count
Strongly agree		7.9%	17
Agree		22.4%	48
Neutral		33.6%	72
Disagree		21.0%	45
Strongly disagree		15.0%	32
Total Responses			214

RESULTS: Agree = 30.4% Neutral = 33.6% **Disagree = 36.0%**

(c) Has demonstrated understanding of and appreciation for the principles of effective art and design education, research, and professional practice.

Response	Chart	Percentage	Count
Strongly agree		7.9%	17
Agree		20.6%	44
Neutral		24.8%	53
Disagree		31.8%	68
Strongly disagree		15.0%	32
Total Responses			214

RESULTS: Agree = 28.5% Neutral = 24.8% **Disagree = 46.8%**

(d) Has articulated effectively and persuasively the intellectual and practice-based mission of the University, both within and outside the University.

Response	Chart	Percentage	Count
Strongly agree		8.0%	17
Agree		26.9%	57
Neutral		33.0%	70
Disagree		23.1%	49
Strongly disagree		9.0%	19
Total Responses			212

RESULTS: **Agree = 34.9%** Neutral = 33.0% Disagree = 32.1%

(e) Has demonstrated awareness of the needs of students and faculty by providing the climate, facilities, and equipment needed to fulfill the university's academic mission.

Response	Chart	Percentage	Count
Strongly agree		2.8%	6
Agree		14.5%	31
Neutral		18.2%	39
Disagree		36.4%	78
Strongly disagree		28.0%	60
Total Responses			214

RESULTS: Agree = 17.3% Neutral = 18.2% **Disagree = 64.4%**

**SECTION THREE: THE PRESIDENT'S INSTITUTIONAL LEADERSHIP:**

(a) Has demonstrated respect for, and understanding of OCAD University's significance, history, and achievements of its students and faculty.

Response	Chart	Percentage	Count
Strongly agree		7.5%	16
Agree		26.2%	56
Neutral		27.1%	58
Disagree		20.6%	44
Strongly disagree		18.7%	40
Total Responses			214






RESULTS: Agree = 33.7% Neutral = 27.1% **Disagree = 39.3%**

(b) Has demonstrated strong and creative leadership that unifies the administration of the University.

Response	Chart	Percentage	Count
Strongly agree		1.9%	4
Agree		10.7%	23
Neutral		31.8%	68
Disagree		23.8%	51
Strongly disagree		31.8%	68
Total Responses			214




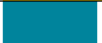

RESULTS: Agree = 12.6% Neutral = 31.8% **Disagree = 55.6%**

(c) Has demonstrated engagement and vision that honors and supports the faculty of the University.

Response	Chart	Percentage	Count
Strongly agree		2.4%	5
Agree		15.1%	32
Neutral		25.9%	55
Disagree		27.8%	59
Strongly disagree		28.8%	61
Total Responses			212






RESULTS: Agree = 17.5% Neutral = 25.9% **Disagree = 56.6%**

(d) Has demonstrated a strong student orientation, willingness, and effectiveness in working for and with students.

Response	Chart	Percentage	Count
Strongly agree		4.7%	10
Agree		17.8%	38
Neutral		41.3%	88
Disagree		22.1%	47
Strongly disagree		14.1%	30
Total Responses			213

RESULTS: Agree = 22.5% Neutral = 41.3% **Disagree = 36.2%**

(e) Has demonstrated commitment to the principles of employment equity and inclusivity:

Response	Chart	Percentage	Count
Strongly agree		9.8%	21
Agree		35.5%	76
Neutral		32.2%	69
Disagree		11.7%	25
Strongly disagree		10.7%	23
Total Responses			214

RESULTS: **Agree = 45.3%** Neutral = 32.2% Disagree = 22.4%

(f) Has demonstrated sensitivity to indigenous and other cultural groups in the university and the broader community.

Response	Chart	Percentage	Count
Strongly agree		14.5%	31
Agree		41.6%	89
Neutral		37.9%	81
Disagree		3.3%	7
Strongly disagree		2.8%	6
Total Responses			214

RESULTS: **Agree = 56.1%**   Neutral = 37.8%   Disagree = 6.1%

## REVIEW SUMMARY RESULTS TOTALS:

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**ALL QUESTIONS (16):**   Agree = 5                      Neutral = 0                      Disagree = 11

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**ALL AVERAGES:**                      Agree = 29.1%                      Neutral = 31.1%                      Disagree = 39.8%

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**AGREE VS. DISAGREE\*:** Agree = 42.2%                      Disagree = 57.8%

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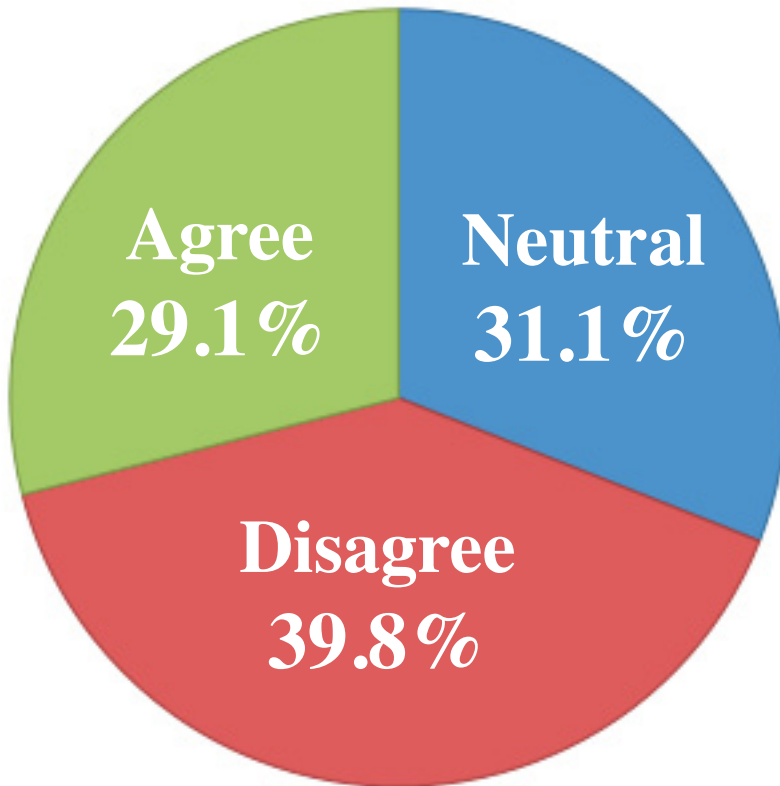
**PEOPLE TO PEOPLE:**                      Approx. 4 Agree                      Approx. 6 Disagree

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\* For respondents with an opinion the neutral category was removed and the proportional relationship between agree vs. disagree calculated:

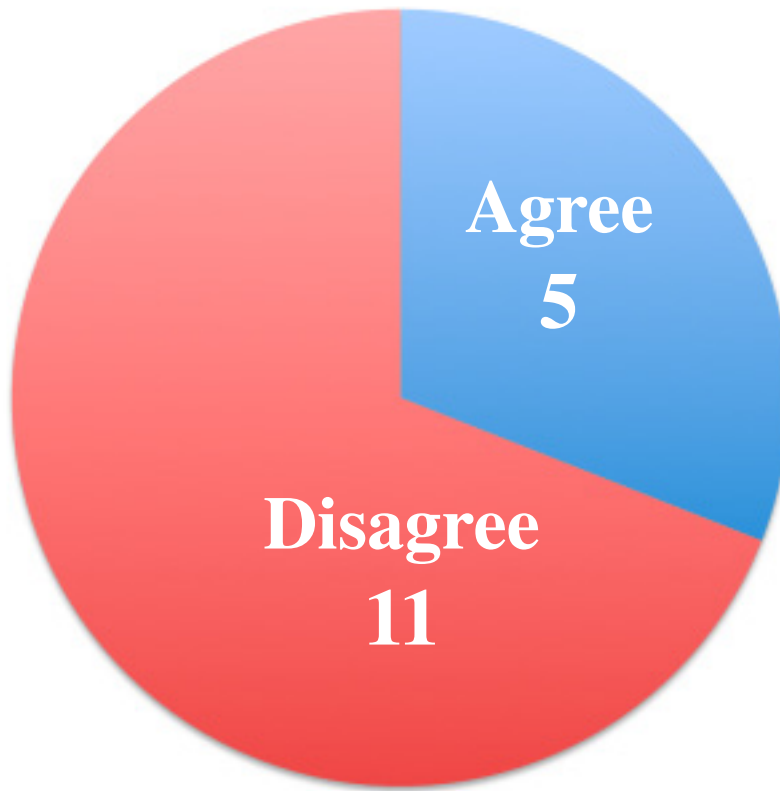
$29.1\% + 39.8\% = 68.9\%$ ,  $100 \div 68.9 = 1.45$ ,  $1.45 \times 29.1 = 42.2\%$ , and  $1.45 \times 39.8 = 57.8\%$





## All Averages

<b>ALL AVERAGES:</b>	<b>Agree = 29.1%</b>	<b>Neutral = 31.1%</b>	<b>Disagree = 39.8%</b>
<b>ALL QUESTIONS (16):</b>	<b>Agree = 5</b>	<b>Neutral = 0</b>	<b>Disagree = 11</b>
<b>AGREE VS. DISAGREE*:</b>	<b>Agree = 42.2%</b>	<b>Disagree = 57.8%</b>	
<b>PEOPLE TO PEOPLE:</b>	<b>Approx. 4 Agree</b>	<b>Approx. 6 Disagree</b>	



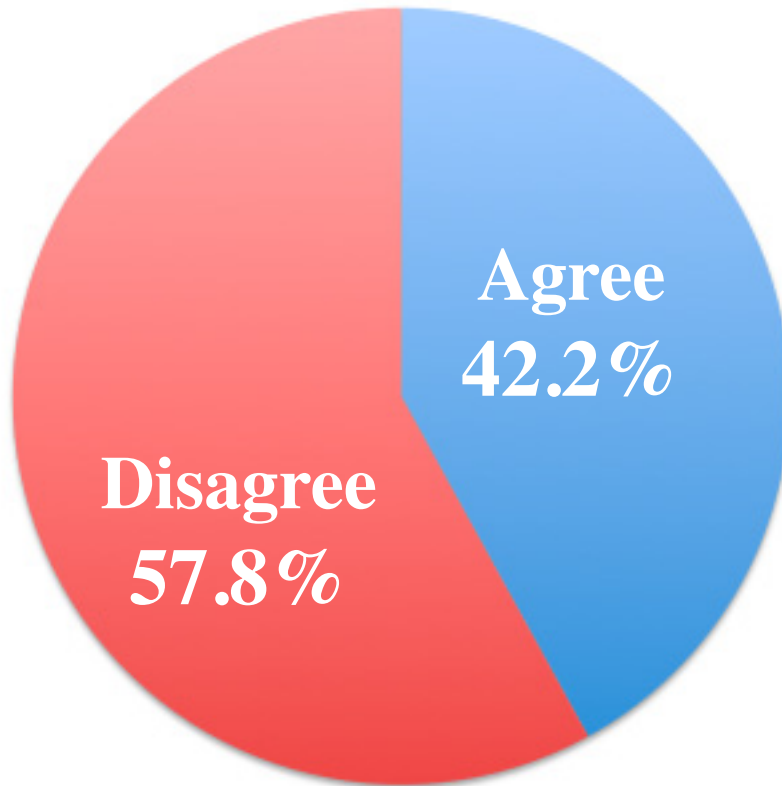
## All Questions (16)

**ALL AVERAGES:**      **Agree = 29.1%**      **Neutral = 31.1%**      **Disagree = 39.8%**

**ALL QUESTIONS (16):**    **Agree = 5**      **Neutral = 0**      **Disagree = 11**

**AGREE VS. DISAGREE\*:** **Agree = 42.2%**      **Disagree = 57.8%**

**PEOPLE TO PEOPLE:**    **Approx. 4 Agree**      **Approx. 6 Disagree**



## Respondents With An Opinion

<b>ALL AVERAGES:</b>	<b>Agree = 29.1%</b>	<b>Neutral = 31.1%</b>	<b>Disagree = 39.8%</b>
<b>ALL QUESTIONS (16):</b>	<b>Agree = 5</b>	<b>Neutral = 0</b>	<b>Disagree = 11</b>
<b>AGREE VS. DISAGREE*:</b>	<b>Agree = 42.2%</b>	<b>Disagree = 57.8%</b>	
<b>PEOPLE TO PEOPLE:</b>	<b>Approx. 4 Agree</b>	<b>Approx. 6 Disagree</b>	