

Faculty Satisfaction Survey Study Report

AY 2012-13

Prepared by
Survey Section, Institutional Research Department
Office of Institutional Planning & Development

October, 2013

Table of Contents

Executive Summary.....	1
Major Highlights.....	2
Observation and Suggestions.....	4
Demographic Data and Response Rates	5
Overall Satisfaction Rate by Section of the Survey and College	7
Satisfaction Rate by Section of the Survey, College and Ranks.....	7
Satisfaction Rate by Section of the Survey, Gender and Nationality	8
Results by (FSS) Section of the Survey and Items.....	9
Statistical Analysis by (FSS) Section of the Survey and Owner	13
Comparative Analysis among Three Cycles (2008-09, 2010-11 and 2012-13)	16
Faculty Qualitative Results in General	18
Results by Colleges	21
- College of Arts and Sciences (CAS)	21
- College of Education (CED)	28
- College of Business and Economics (CBE)	33
- College of Engineering (CENG)	38
- College of Sharia and Islamic Studies (CSIS)	44
- College of Law (Claw)	49
- College of Pharmacy (CPH)	54
- Foundation Program (FP)	59
Appendix (A): Results by Gender	65
Appendix (B): Results by Nationality.....	69
Appendix (C): Faculty Comments by Colleges	73
Appendix (D): Employee Satisfaction Survey Questionnaire.....	100

List of Figures

Figure (1): Population Respondents and Response Rates by Gender and Nationality	6
Figure (2): Population, Respondents and Response Rates by Colleges.....	6
Figure (3): Satisfaction Rate by Section of the Survey	7
Figure (4): Overall Satisfaction Rate by College	7
Figure (5): Satisfaction Rate by Section of the Survey and Colleges.....	7
Figure (6): Satisfaction Rate by Section of the Survey and Ranks	8
Figure (7): Overall Satisfaction Rate by Section of the Survey, Gender and Nationality	8
Figure (8): Satisfaction Rate on Major Initiatives (SP, Policies).....	9
Figure (9): Satisfaction Rate on VPCAO, VPCFO (HR Department).....	9
Figure (10): Satisfaction Rate on Business Operation Department (BOD)	10
Figure (11): Satisfaction Rate on Education Support Services	10
Figure (12): Satisfaction Rate on Research Support	11
Figure (13): Satisfaction Rate on Teaching	11
Figure (14): Satisfaction Rate on Campus Life	12
Figure (15): Satisfaction Rate on Student Services Department.....	12
Figure (16): Satisfaction Rate on Recreational Facilities.....	12
Figure (17): Satisfaction Rate on General Questions Section	12
Figure (18): Comparison of Common Survey Items (2008-09, 2010-11 and 2012-13).....	16
Figure (19): Overall Satisfaction Rate of CAS by Section of the Survey.....	21
Figure (20): Overall Satisfaction rate of CED by Section of the Survey	28
Figure (21): Overall Satisfaction rate of CBE by Section of the Survey	33
Figure (22): Overall Satisfaction Rate of CENG by Section of the Survey	38
Figure (23): Overall Satisfaction Rate of CSIS by Section of the Survey	44
Figure (24): Overall Satisfaction Rate of College of Law by Section of the Survey	49
Figure (25): Overall Satisfaction Rate of CPH by Section of the Survey.....	54
Figure (26): Overall Satisfaction Rate of FP by Section of the Survey	59

List of Tables

Table (1): Population, Respondents and Response Rates by Gender and Nationality	5
Table (2): Statistical Analysis by Section of the Survey and Owner	13
Table (3): Comparison of Common Survey Items (2008-9, 2010-11 and 2012-13).....	16
Table (3): College of Arts Quantitative Results.....	21
Table (4): College of Education Quantitative Results	28
Table (5): College of Business and Economics Quantitative Results.....	33
Table (6): College of Engineering Quantitative Results	38
Table (7): College of Sharia and Islamic Studies Quantitative Results	44
Table (8): College of Law Quantitative Results.....	49
Table (9): College of Pharmacy Quantitative Results.....	54
Table (10): Foundation Program Quantitative Results.....	59

Executive Summary

Faculty members are the most essential asset for any educational institution. The role of faculty members generally encompasses responsibilities in the areas of teaching, research and community services. It is the responsibility of the institution to provide faculty with all the services they need to perform their duties well, and it should also monitor the satisfaction level of their faculty. Therefore, to evaluate the faculty satisfaction and to know their concerns, and improve the quality of services provided to them, an online Faculty Satisfaction Survey was conducted between 7th April and 20th May for the third time in Spring 2013 by the Survey Section under OIPD at Qatar University. The survey captures faculty perception and level of satisfaction towards teaching, research, educational support services, campus life, services provided by human resources, and student's services department. The survey also intended to capture information about faculty satisfaction with major initiatives underway in the University (Strategic Plan and Policies).

The purpose of the survey was to assess the institution's effectiveness through its faculty members and to capture their perception and satisfaction rate on the aspects related to the following areas:

- Major Initiatives (Strategic Plan, Policies)
- Services Provided by VPCAO and VPCFO
- Business Operation Department (BOD)
- Education Support Services (OFID, Library, ITS)
- Research Support
- Teaching
- Campus Life
- Student Services Dept.
- Recreational Facilities
- General Questions (Job, Work environment, Manager, QU Reputation, Allowance etc.)

For content validity of the questionnaire, the Survey Section reviewed and revised the questionnaire and checked the alignment of the items with the KPI's of QU strategic plan. To serve the entire employee at a time with a single survey, Faculty Satisfaction Survey and Administrative Staff Satisfaction Survey were combined together and shared with QU community including different academic and administrative departments and colleges through their respective coordinator or representative. This was done to check the alignment of questionnaire items with KPI's of their strategic plan and to get their feedback to improve the quality of the questionnaire. The updated survey was then sent to the members of Institutional Survey Review Committee for final modification(s) and approval before deploying it online. Based on the collected feedback, some necessary items were added while others were improved or omitted. However, **this report focuses only on the results of Faculty members** while a different report was developed for the Administrative Staff.

An electronic link was sent to the entire faculty, lecturers, and teaching assistants in the University asking them to participate in the project, then several reminders were sent to encourage all of them to participate in the survey.

For the measurement of internal consistency, the reliability of the survey was measured using Cronbach's alpha. The Alpha co-efficient of Faculty Satisfaction Survey was .95 which is an indicator of high reliability.

A total of 373 out of 765 of the actual population completed the survey, yielding a response rate of 49%. The response rate of male was 10% higher than the female (52% vs. 42%) while Non-Qatari had 26% more response rate than Qatari (56% vs. 30%).

Major Highlights

Respondents and Response Rates

- The response rate decreased by 26% between spring 2011 and spring 2013 (75% vs. 49%).
- Sixty nine percent of the respondents were male, while 31% were female.
- Eighty four percent of the respondents were Non-Qatari, while only 16% were Qatari.
- The response rate of colleges ranged from 38% for college of education to 64% for Foundation Program.

Overall Satisfaction Rates

- Overall satisfaction rate was 74%.
- Education Support Services had the highest satisfaction rate (85%).
- Student services department (food and Recreational activities) had the lowest satisfaction rate (62%)
- Faculty at College of Sharia and Islamic Studies had the highest satisfaction rate (81%), while the faculty at College of Law had the lowest satisfaction rate (65%).
- Teaching Assistant showed the highest overall satisfaction rate (79%), while Associate Professors showed the lowest satisfaction rate (70%).
- Overall males were more satisfied than females (75% vs. 72%), whereas Non-Qatari respondents were more satisfied than Qatari (76% vs. 64%).

Major Initiatives

- The overall satisfaction rate for major initiatives was 75%.
- The item "Policies and procedures in the faculty/personnel handbook" had the highest satisfaction rate (85%) in this section.
- "Promotion policies and procedures" had the lowest satisfaction rate (55%).
- Sixty eight percent were satisfied with the item "Received promotion".

Services Provided by VPCAO and VPCFO

- The overall satisfaction rate for Services provided by VPCAO was 72%.
- Six out of fourteen items met the minimum level of expectations and ranged between 71% and 84%.
- The item "Services provided by the HR department" had the highest satisfaction rate (84%).
- "Fairness of Faculty Performance Review System" had the lowest satisfaction rate (63%).

Business Operations Department (BOD)

- The overall satisfaction rate for BOD was 77%.
- Seven out of nine items met the minimum level of expectations and ranged between 72% and 87%.
- The item "Availability of on-campus parking" had the lowest satisfaction rate (61%).

- "Maintenance of landscape" had the highest rate of satisfaction (87%).

Education Support Services

- The overall satisfaction rate for Educational Support Services was 85%
- All items related to education support services met the minimum expectation and ranged from 77% to 93%.
- "Availability of ITS internet services" had the highest level of satisfaction (93%).
- The item "Professional development opportunities offered by the college" had the lowest satisfaction rate (77%).
- Ninety one percent of faculty were satisfied with the quality of ITS internet services.
- Ninety two percent of faculty said "Technology is integrated in my teaching".

Research Support

- The overall satisfaction rate for Research Support was 69%
- Six out of twelve items met the level of expectations and ranged from 70% to 76%.
- Six items failed to meet the level of expectations and ranged between 60% and 68%.
- The item "Research administration staffs have the sufficient experience to monitor/supervise research" had the lowest satisfaction rate (60%).
- "Services provided by the HR department" and "Organizing conferences" had the highest satisfaction rate (76%).

Teaching

- The overall satisfaction rate for "teaching" was 74%.
- Three out of five items related to teaching met the level of expectations and ranged between 75% and 83%.
- Only sixty percent of the faculty were satisfied with the support from TA's and it was the lowest satisfaction rate.

Campus Life

- Sixty five percent of faculty were satisfied with the two items related to campus life.

Student Services Department

- All the items related to student services department were below expectation and ranged from 53% to 66%.
- Sixty one percent of faculty were satisfied with the quality of food services, while 65% were satisfied with the cost of food.
- Fifty three percent of faculty were satisfied with the recreational activities.

Recreational facilities

- Only 63 out of 373 respondents (17%) said they have used the gym facility.
- Two out of seven items met the minimum level of expectations and ranged from 75% to 81%.
- The item "Condition of sports facilities" had the lowest rate of satisfaction (60%).
- Sixty two percent of faculty were satisfied with the availability of equipment's in the gym.
- Sixty four percent were satisfied with the assistance and guidance of the sport facilities staff.

General Questions

- Seven out of twelve items met the minimum level of expectations and ranged from 70% to 82%.
- Four items didn't meet the expectations level and ranged between 52% and 67%.
- The item related to housing allowance had the lowest rate of satisfaction (52%).

Observation and Suggestions

Based on the quantitative and qualitative findings for this academic year, the following observations and recommendations might be considered.

- The University is doing significantly well in areas such as "Education Support Services". However, action plan for improvements is still needed.
- In both quantitative and qualitative results, faculty raised great concerns about the contract policy, job security, salary, promotion policies, and child education fees. Thus, the reasons behind these issues need to be monitored. According to faculty, contracts should be extended to five years and start tenure track system to provide job security, and salary should commensurate with the workload and years of service/experience.
- Faculty were also concerned about office space, office location, temperature of some buildings and campus parking. Therefore, BOD should work on solving this problem and sufficient parking lots should be provided for students and faculty.
- Lack of teaching assistants that commensurate with the class size was one of the main concerns for 26 faculty members from all the colleges and need to be solved. (CAS 11, CED 1, CBE 4, CENG 8, CSIS 1, CPH 1, FP 1).
- There is a great issue with the workload faculty get, and the assessing process as they said "*We are hired as educators, not researchers, yet our teaching ability is never assessed*". Faculty should be recognized for their teaching and should be awarded for their good performance.
- The reason behind the less satisfaction rate in the areas related to research support, recreational facilities, campus life, and student services department need to be monitored.
- Most of the employees complained about the quality and prices of food at Qatar University. Therefore, the stakeholders should think about it, take steps to improve the quality of the food and make the prices reasonable for students and employees.
- There is no swimming pool in the female campus. Students' activity department should take initiative to build a swimming pool for female students.
- The head of each department should have more powers in hiring and retaining suitable staff. Hiring someone should only depend on the qualifications and experience and not politically.
- Sometimes it takes a long time for the IT people to come and fix problems in classrooms. Therefore, IT department should make sure that someone is always available to fix the problem.

Demographic Data and Response Rates

Table (1): Population, Respondents and Response Rates by Gender and Nationality

Demographic Data for Faculty						
	Population		Respondents		Response Rate	Sampling Error
	N	%	N	%	%	%
Total	750	100%	373	100%	50%	4%
Gender						
Male	490	64%	257	69%	52%	4%
Female	260	36%	116	31%	45%	7%
Nationality						
Qatari	195	27%	60	16%	31%	10%
Non- Qatari	555	73%	313	84%	56%	4%
Colleges						
CAS	260	34%	115	31%	44%	7%
CED	40	7%	21	6%	53%	15%
CBE	60	8%	32	9%	53%	12%
CENG	150	20%	68	18%	45%	9%
CSIS	42	5%	19	5%	45%	17%
Law	32	4%	15	4%	47%	18%
CPH	20	3%	9	2%	45%	24%
FP	146	19%	94	25%	64%	6%

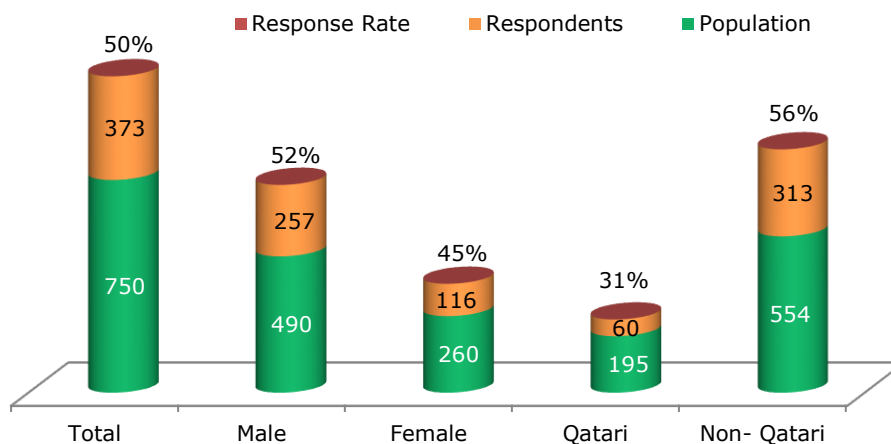


Figure (1): Population Respondents and Response Rates by Gender and Nationality

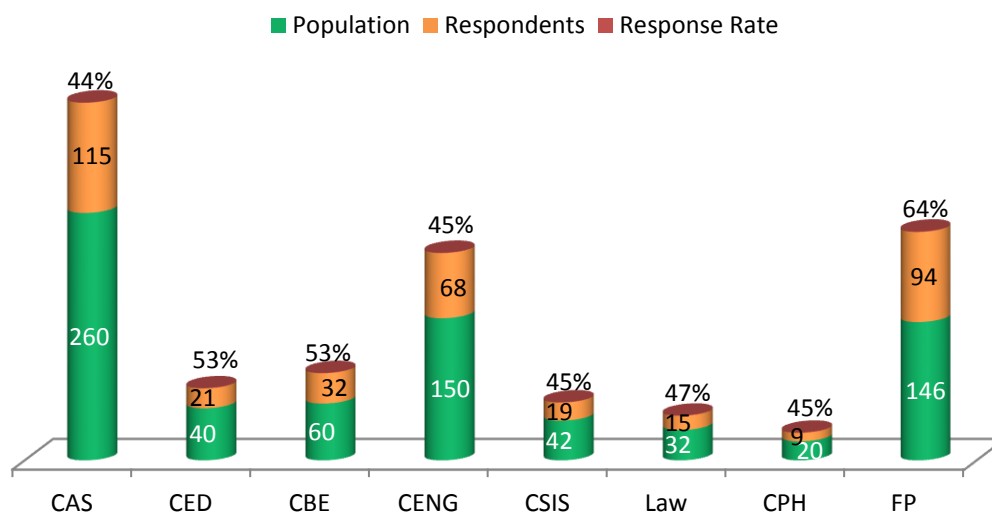


Figure (2): Population, Respondents and Response Rates by Colleges

Overall Satisfaction Rate by Section of the Survey and College

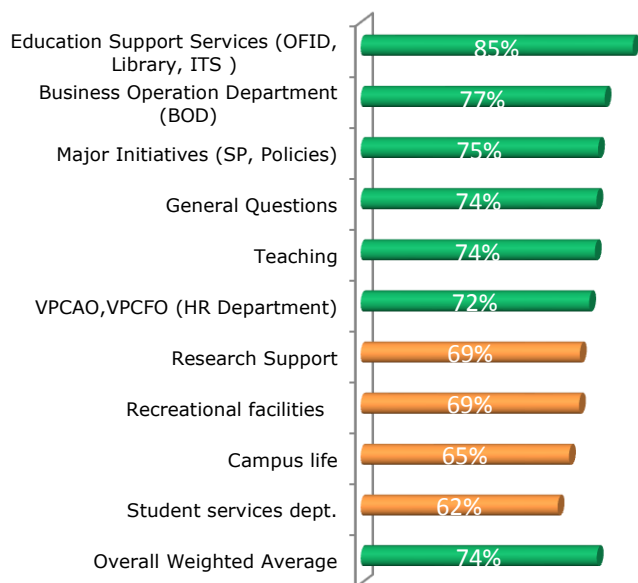


Figure (3): Satisfaction Rate by Section of the Survey

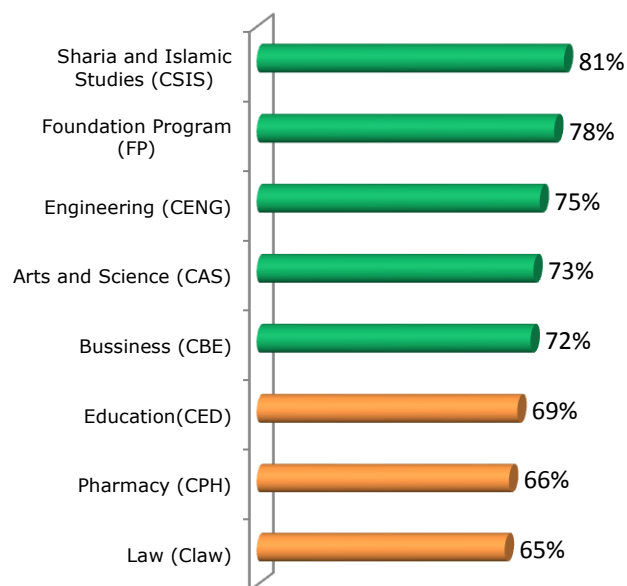


Figure (4): Overall Satisfaction Rate by College

Satisfaction Rate by Section of the Survey and Colleges

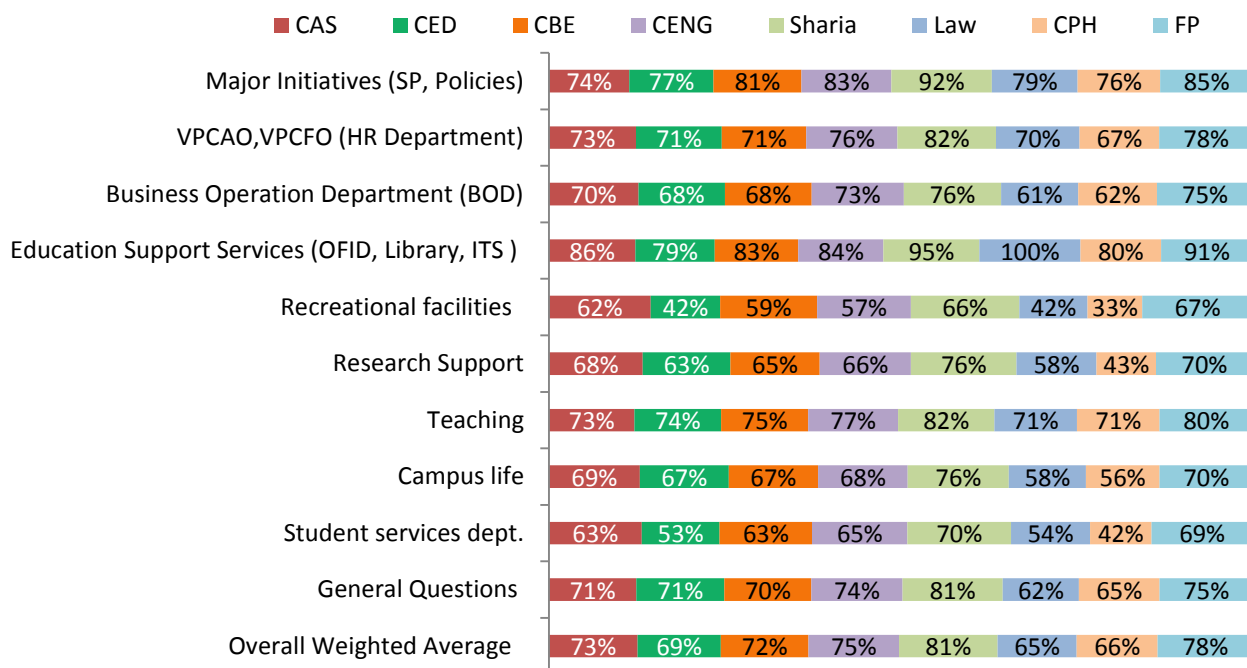


Figure (5): Satisfaction Rate by Section of the Survey and Colleges

Satisfaction Rate by Section of the Survey and Ranks

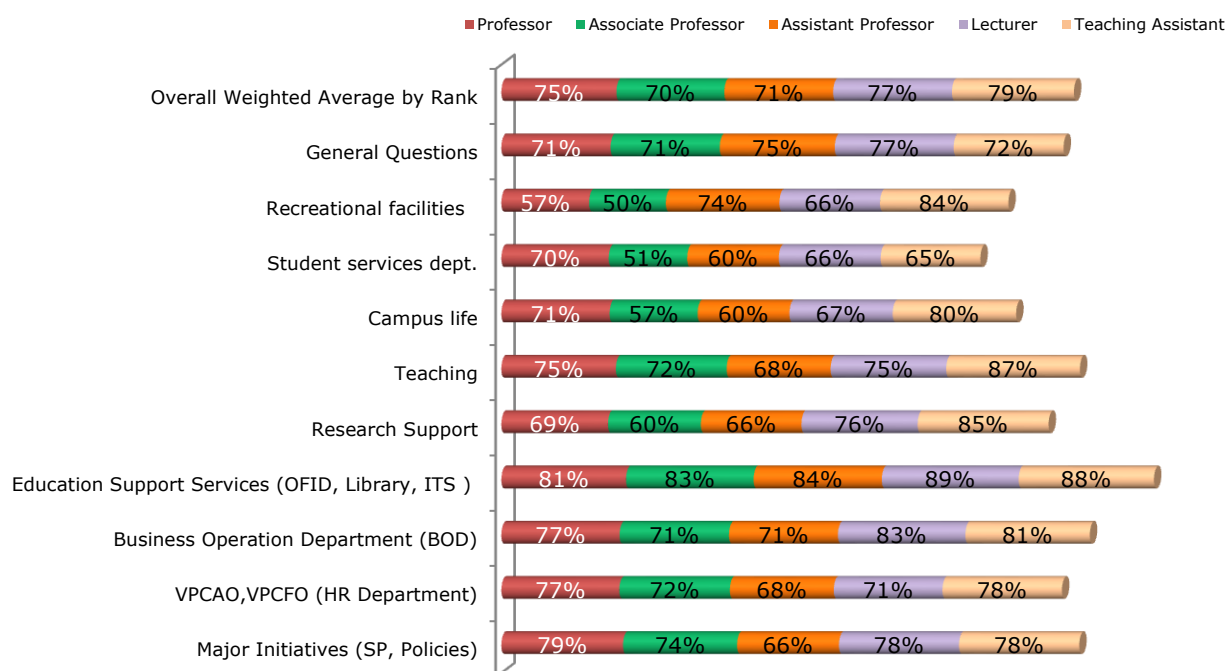


Figure (6): Satisfaction Rate by Section of the Survey and Ranks

Satisfaction Rate by Section of the Survey, Gender and Nationality

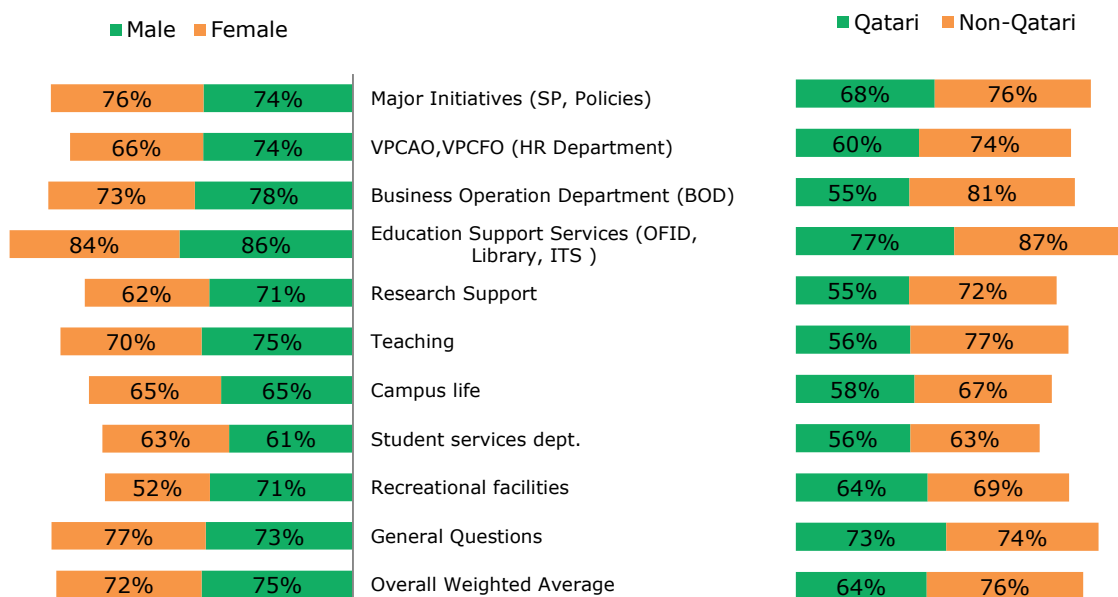


Figure (7): Overall Satisfaction Rate by Section of the Survey, Gender and Nationality

Results by (FSS) Section of the Survey and Items

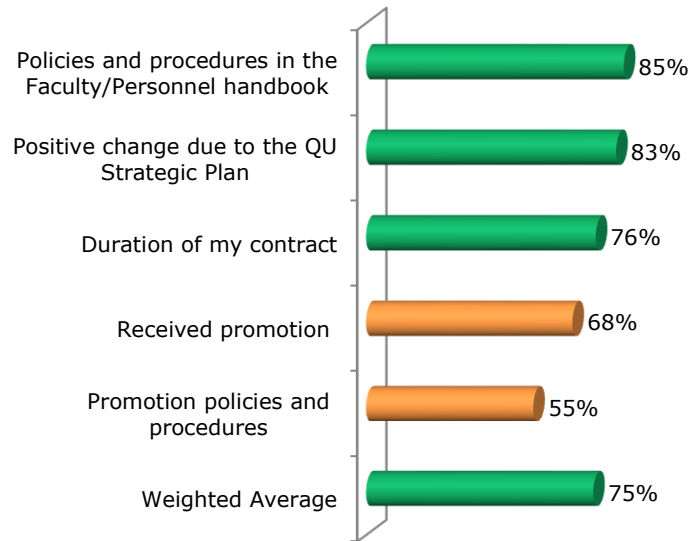


Figure (8): Satisfaction Rate on Major Initiatives (SP, Policies)

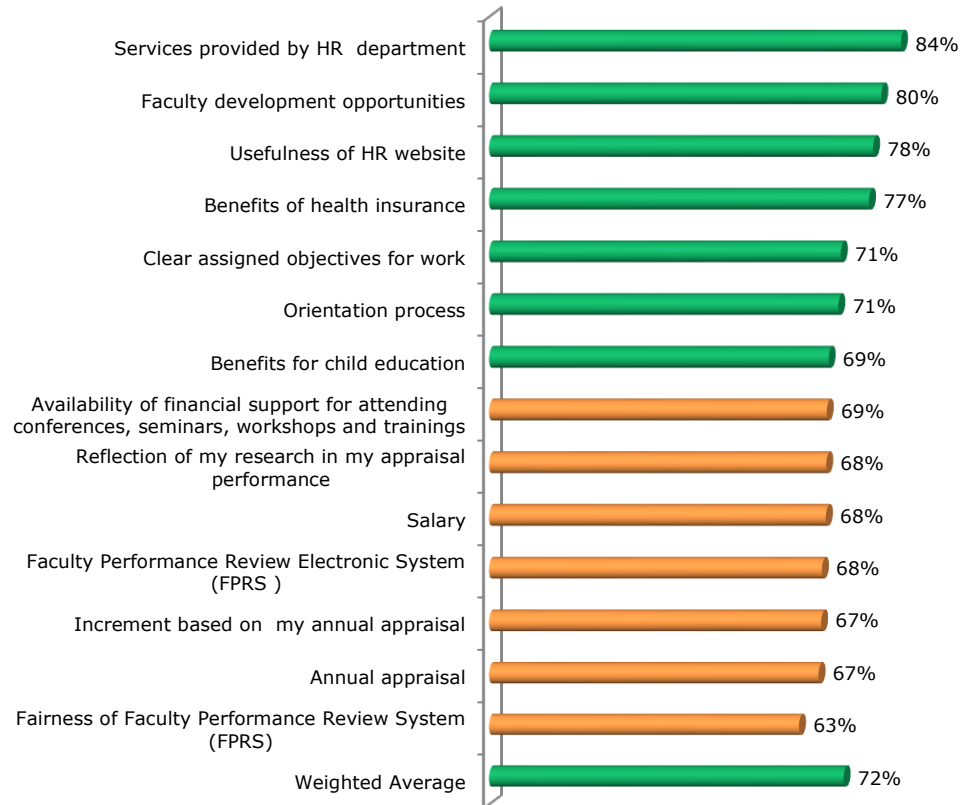


Figure (9): Satisfaction Rate on VPCAO, VPCFO (HR Department)

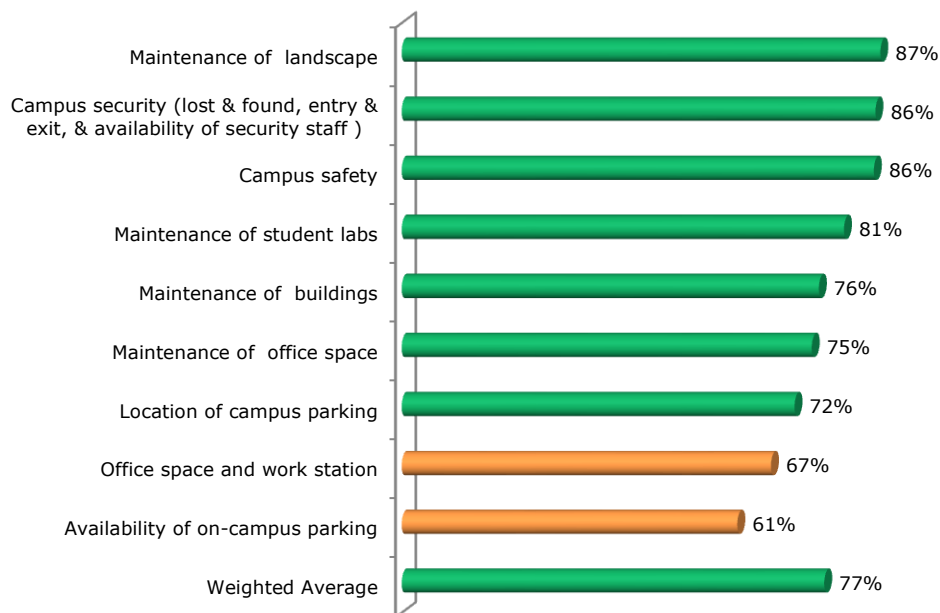


Figure (10): Satisfaction Rate on Business Operation Department (BOD)

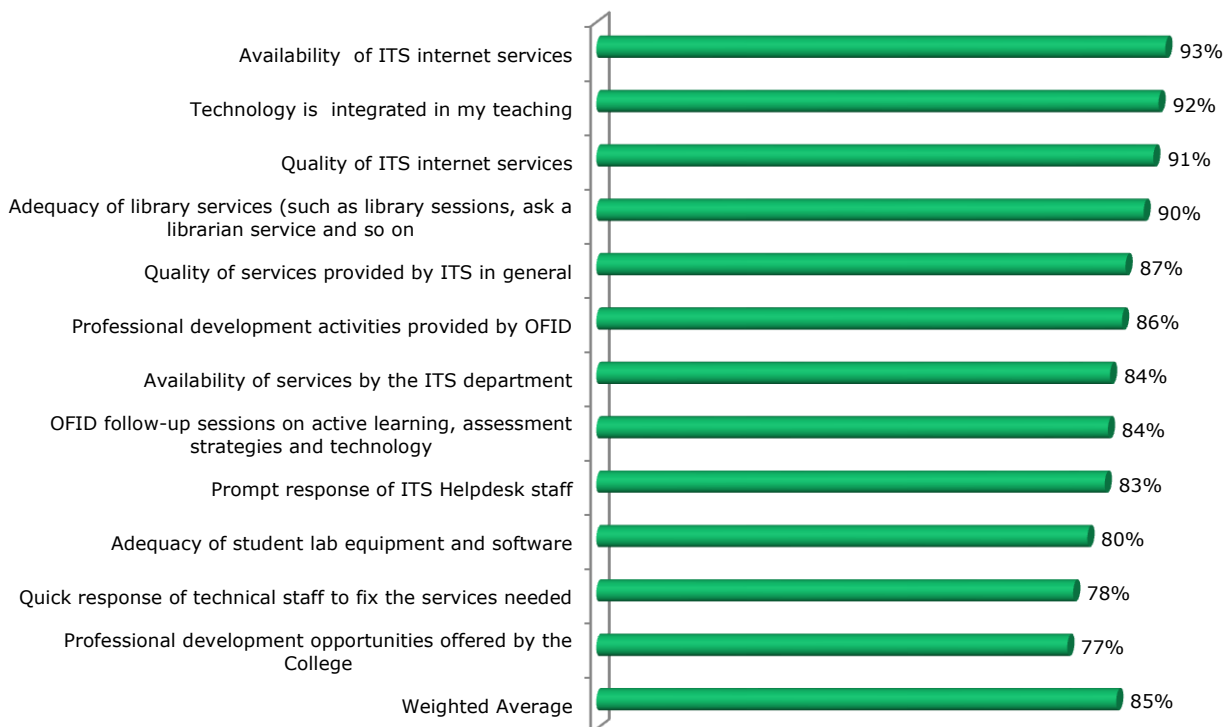


Figure (11): Satisfaction Rate on Education Support Services

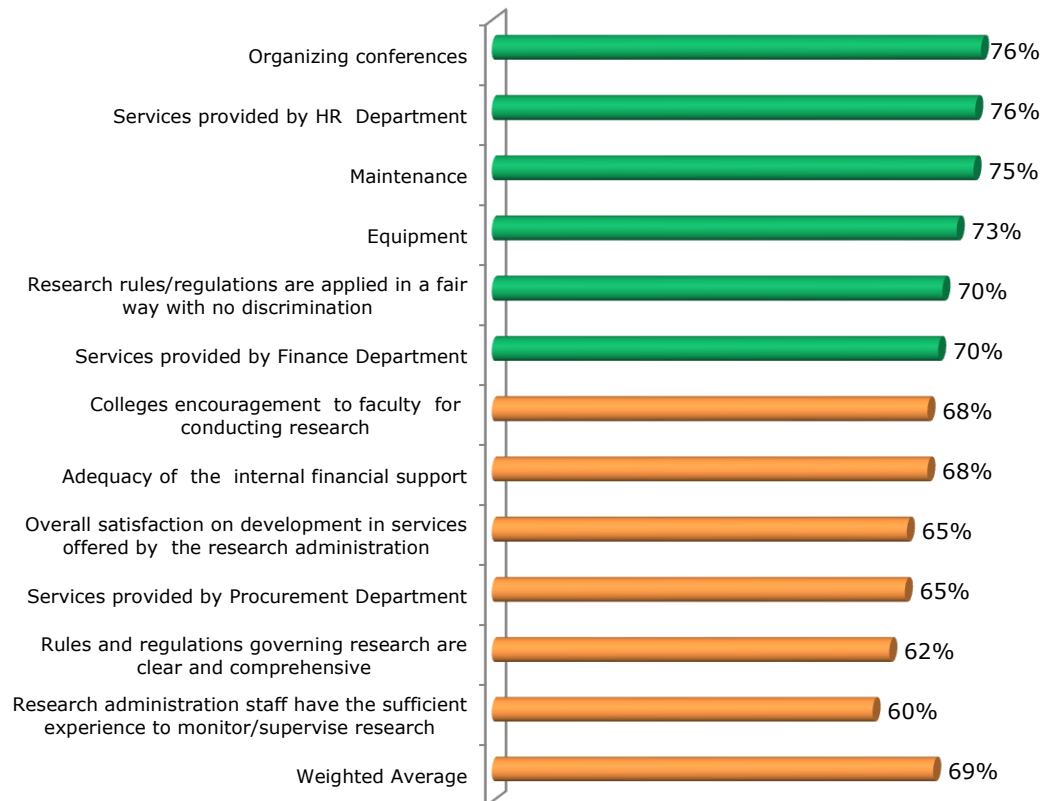


Figure (12): Satisfaction Rate on Research Support

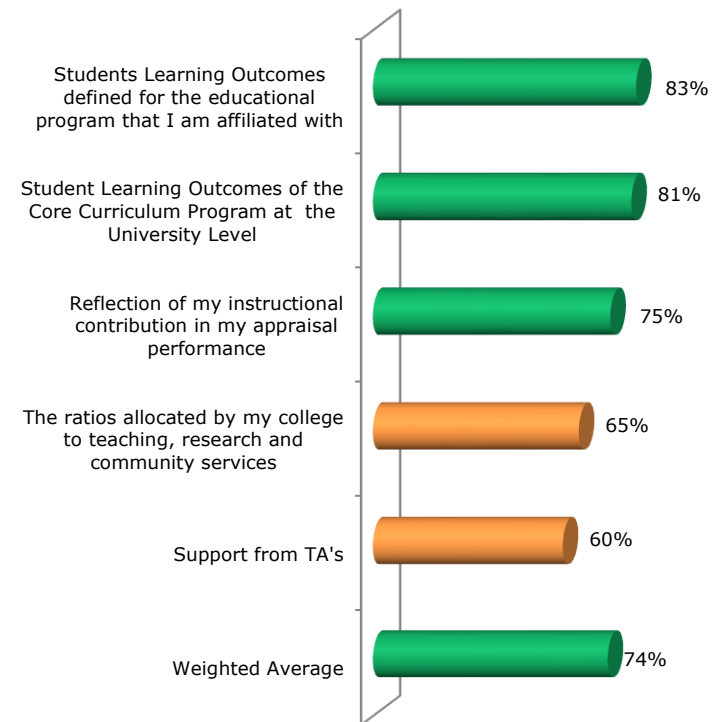


Figure (13): Satisfaction Rate on Teaching

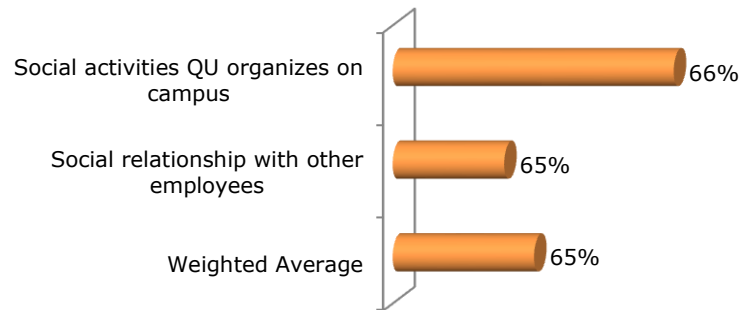


Figure (14): Satisfaction Rate on Campus Life

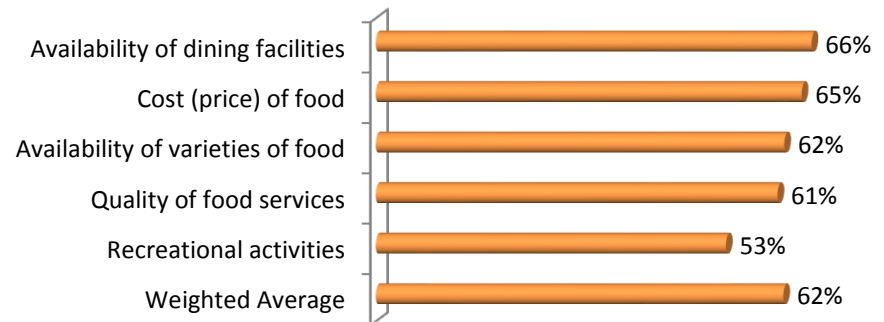


Figure (15): Satisfaction Rate on Student Services Department

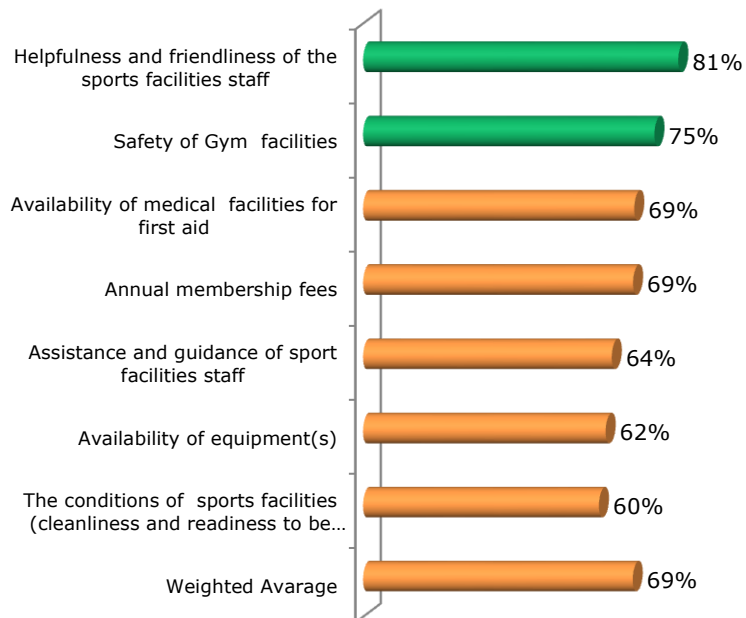


Figure (16): Satisfaction Rate on Recreational Facilities

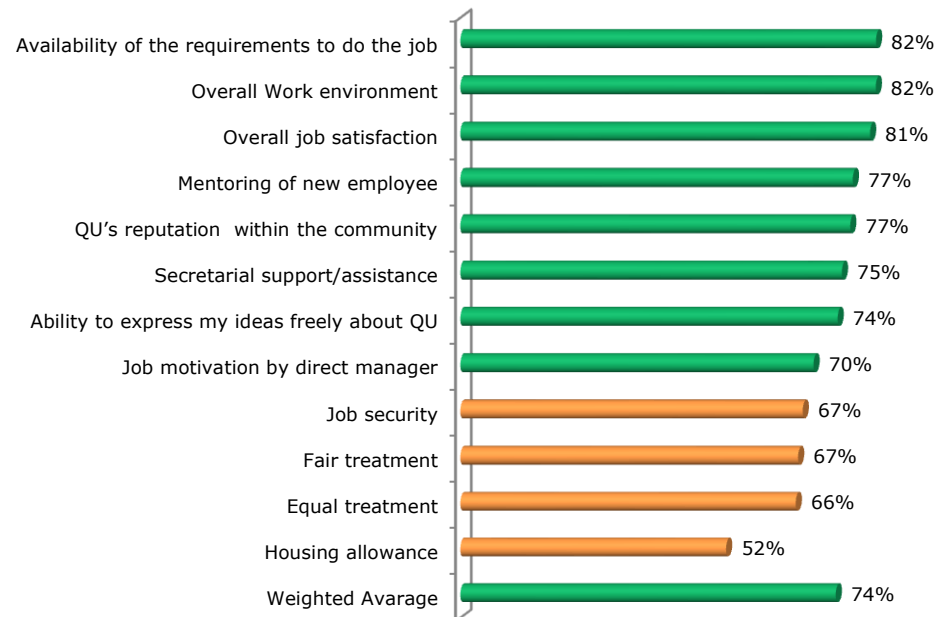


Figure (17): Satisfaction Rate on General Questions Section

Statistical Analysis by (FSS) Section of the Survey and Owner

Criteria	Indicator
Meet expectation (70% and above)	●
Area of concern (50% - 69%)	●
Area of major concern (Less than 50%)	●

Table (2): Statistical Analysis by Section of the Survey and Owner

	Faculty			Owner (s)
	Respondents N	Satisfaction N	%	
Section I: Major Initiatives (Strategic Plan, Policies)				
1.1 Positive change due to the QU Strategic Plan	333	275	83%	OIPD
1.2 Policies and procedures in the Faculty/Personnel handbook	363	309	85%	OIPD
1.3 Duration of my contract	352	267	76%	
1.4 Promotion policies and procedures	317	175	55%	
1.5 Received promotion	135	92	68%	Colleges
Weighted Average	75%			
Section II: Services Provided by VPCAO and VPCFO				
2.1 Services provided by HR department	369	309	84%	HR
2.2 Usefulness of HR website	355	277	78%	HR
2.3 Salary	373	255	68%	HR
2.4 Benefits of health insurance	364	281	77%	HR
2.5 Benefits for child education	264	182	69%	HR
2.6 Annual appraisal	335	224	67%	Colleges
2.7 Increment based on my annual appraisal	313	211	67%	HR
2.8 Orientation process	306	217	71%	Colleges/ OFID/ HR
2.9 Clear assigned objectives for work	364	260	71%	Colleges
2.10 Availability of financial support for attending conferences, seminars, workshops and trainings	337	231	69%	Colleges
2.11 Faculty development opportunities	355	283	80%	Colleges
2.12 Faculty Performance Review Electronic System (FPRS)	333	225	68%	OIPD
2.13 Reflection of my research in my appraisal performance	263	180	68%	Colleges
2.14 Fairness of Faculty Performance Review System (FPRS)	318	200	63%	VPCAO
Weighted Average	72%			
Section III: Business Operation Department (BOD)				
3.1 Campus safety	367	316	86%	BOD
3.2 Campus security (lost & found, entry & exit, and availability of security staff)	360	311	86%	BOD
3.3 Availability of on-campus parking	363	222	61%	BOD
3.4 Location of campus parking	366	262	72%	BOD
3.5 Maintenance of buildings	367	279	76%	BOD
3.6 Maintenance of landscape	354	309	87%	BOD

	Faculty			Owner (s)
	Respondents	Satisfaction		
	N	N	%	
3.7 Maintenance of student labs	258	208	81%	BOD
3.8 Maintenance of office space	360	269	75%	BOD
3.9 Office space and work station	373	251	67%	BOD
Weighted Average	77%			
Section IV: Education Support Services (OFID, Library, ITS)				
4.1 Professional development activities provided by OFID	356	306	86%	OFID
4.2 OFID follow-up sessions on active learning, assessment strategies and technology	342	286	84%	OFID
4.3 Professional development opportunities offered by the College	355	273	77%	College
4.4 Adequacy of student lab equipment and software	273	219	80%	Colleges/ ITS
4.5 Technology is integrated in my teaching	350	322	92%	Colleges/ ITS
4.6 Quality of services provided by ITS in general	364	315	87%	ITS
4.7 Availability of services by the ITS department	362	304	84%	ITS
4.8 Adequacy of library services (such as library sessions, ask a librarian service and so on)	344	308	90%	Library
4.9 Availability of ITS internet services	364	339	93%	ITS
4.10 Quality of ITS internet services	361	329	91%	ITS
4.11 Prompt response of ITS Helpdesk staff	361	300	83%	ITS
4.12 Quick response of technical staff to fix the services needed	357	278	78%	ITS
Weighted Average	85%			
	Respondents	Exceed & Met Expectation		Owner (s)
	N	N	%	
Section V: Research Support				
5.1 Rules and regulations governing research are clear and comprehensive	272	169	62%	RO
5.2 Research rules/regulations are applied in a fair way with no discrimination	264	186	70%	RO
5.3 Research administration staff have the sufficient experience to monitor/supervise research	252	150	60%	RO
5.4 Adequacy of the internal financial support	257	175	68%	RO
5.5 Colleges encouragement to faculty for conducting research	276	188	68%	RO
5.6 Services provided by Procurement Department	206	133	65%	RO
5.7 Services provided by Finance Department	235	164	70%	Finance
5.8 Services provided by HR Department	250	189	76%	RO
5.9 Maintenance	231	174	75%	HR
5.10 Organizing conferences	217	166	76%	
5.11 Equipment	227	165	73%	
5.12 Overall satisfaction on development in services offered by the research administration	262	170	65%	RO
Weighted Average	69%			
	Respondents	Satisfaction		Owner (s)
	N	N	%	
Section VI: Teaching				
6.1 The ratios allocated by my college to teaching, research and community services	342	222	65%	Colleges

	Faculty			Owner (s)
	Respondents	Satisfaction		
	N	N	%	
6.2 Students Learning Outcomes defined for the educational program that I am affiliated with	346	287	83%	Colleges
6.3 Student Learning Outcomes of the Core Curriculum Program at the University Level	313	255	81%	Colleges
6.4 Support from TA's	234	140	60%	Colleges
6.5 Reflection of my instructional contribution in my appraisal performance	318	238	75%	Colleges
Weighted Average	74%			
Section VII: Campus Life				
7.1 Social activities QU organizes on campus	344	227	66%	ER
7.2 Social relationship with other employees	355	230	65%	ER
Weighted Average	65%			
Section VIII: Students Services Dept.				
8.1 Availability of dining facilities	327	217	66%	Students Services
8.2 Availability of varieties of food	325	202	62%	Students Services
8.3 Quality of food services	324	198	61%	Students Services
8.4 Cost (price) of food	327	212	65%	Students Services
8.5 Recreational activities	276	147	53%	Students Services
Weighted Average	62%			
Section IX: Recreational facilities				
	Respondents	Yes		
	N	N	%	
9.1 Have you ever used the GYM facility?	373	63	17%	
Section X: General Questions				
	Respondents	Satisfaction		
	N	N	%	
9.2 Annual membership fees	55	38	69%	Student Activities
9.3 Assistance and guidance of sport facilities staff	55	35	64%	Student Activities
9.4 The conditions of sports facilities (cleanliness and readiness to be used)	58	35	60%	Student Activities
9.5 Helpfulness and friendliness of the sports facilities staff	57	46	81%	Student Activities
9.6 Safety of Gym facilities	59	44	75%	Student Activities
9.7 Availability of medical facilities for first aid	49	34	69%	Student Activities
9.8 Availability of equipment(s)	58	36	62%	Student Activities
Weighted Average	69%			
Section X : General Questions				
10.1 Fair treatment	371	247	67%	
10.2 Equal treatment	363	240	66%	
10.3 Job security	366	247	67%	
10.4 Secretarial support/assistance	343	258	75%	
10.5 Mentoring of new employee	349	270	77%	
10.6 Overall Work environment	370	303	82%	
10.7 Overall job satisfaction	369	298	81%	
10.8 Availability of the requirements needed to do the job	371	304	82%	
10.9 Job motivation by direct manager	362	252	70%	
10.10 QU's reputation within the community	363	279	77%	
10.11 Ability to express my ideas freely about the university	359	267	74%	
10.12 Housing allowance (only for employees without government housing)	63	33	52%	
Weighted Average	74%			
Overall Weighted Average	74%			

Comparative Analysis among Three Cycles (2008-09, 2010-11 and 2012-13)

**Comparison of Common Survey Items
(2008-9, 2010-11 and 2012-13)**

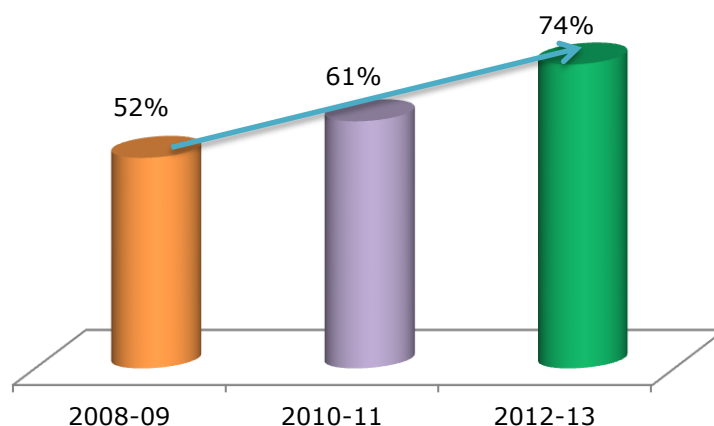


Figure (18): Comparison of Common Survey Items (2008-09, 2010-11 and 2012-13)

Table (3): Comparison of Common Survey Items (2008-9, 2010-11 and 2012-13)

	Owner	Respon dents	2008-09		2010-11		2012-13		Diff. %	Indicat or
			N	%	N	%	N	%		
Section I: Major Initiatives (SP, Policies)										
1.4 Promotion policies and procedures		317	45	23%	208	42%	175	55%	13%	●
1.1 Positive change due to the QU Strategic Plan	OIPD	333	—	—	370	73%	275	83%	10%	●
1.2 Policies and procedures in the Faculty/Personnel handbook	OIPD	363	—	—	367	71%	309	85%	14%	●
1.3 Duration of my contract/		352	—	—	324	65%	267	76%	11%	●
Section II: VPCAO, VPCFO (HR Department)										
2.1 Services provided by HR department	HR	369	89	45%	380	72%	309	84%	11%	●
2.3 Salary	HR	373	55	28%	218	42%	255	68%	26%	●
2.4 Benefits of health insurance	HR	364	—	—	308	59%	281	77%	18%	●
2.5 Benefits for child education	HR	264	—	—	230	57%	182	69%	12%	●
2.12 Faculty Performance Review Electronic System (FPRS)	OIPD	333	—	—	316	61%	225	68%	7%	●
2.14 Fairness of Faculty Performance Review System (FPRS)	VPCAO	318	—	—	227	45%	200	63%	18%	●
Section III: Business Operation Department (BOD)										
3.5 Maintenance of buildings	BOD	367	100	51%	291	56%	279	76%	20%	●
3.1 Campus safety	BOD	367	—	—	428	82%	316	86%	4%	●
3.2 Campus security (lost & found, entry & exit, and availability of security staff)	BOD	360	—	—	447	86%	311	86%	0%	●
3.3 Availability of on-campus parking	BOD	363	—	—	226	43%	222	61%	18%	●
3.4 Maintenance of landscape	BOD	354	—	—	358	68%	309	87%	19%	●
3.6 Maintenance of student labs	BOD	258	—	—	209	50%	208	81%	31%	●

	Owner	Respon dents	2008-09		2010-11		2012-13		Diff. %	Indicat or
			N	%	N	%	N	%		
3.7 Maintenance of office space	BOD	360	—	—	307	59%	269	75%	16%	●
3.8 Office space and work station	BOD	373	—	—	308	59%	251	67%	8%	●
Section IV: Education Support Services (OFID, Library, ITS)										
4.3 Professional development opportunities offered by the College	Colleges	355	96	48%	320	62%	273	77%	15%	●
4.5 Technology is integrated in my teaching	Colleges/ ITS	350	127	61%	375	72%	322	92%	20%	●
4.6 Quality of services provided by ITS in general/	ITS	364	139	70%	391	75%	315	87%	12%	●
4.8 Adequacy of library services (such as library sessions, ask a librarian service and so on	Library	344	85	44%	343	66%	308	90%	24%	●
4.1 Professional development activities provided by OFID	OFID	356	—	—	364	70%	306	86%	16%	●
4.4 Adequacy of student lab equipment and software	Colleges/ ITS	273	—	—	224	52%	219	80%	28%	●
4.7 Availability of services by the ITS department	ITS	362	—	—	396	75%	304	84%	9%	●
Section V: Research Support										
5.4 Adequacy of the internal financial support	RO	257	58	30%	191	41%	175	68%	27%	●
5.5 Colleges encouragement to faculty for conducting research	RO	276	—	—	215	45%	188	68%	23%	●
5.12 Overall satisfaction on development in services offered by the research administration	RO	262	—	—	173	47%	170	65%	18%	●
Section VI: Teaching										
6.3 Student Learning Outcomes of the Core Curriculum Program at the University Level	Colleges	313	113	55%	298	63%	255	81%	19%	●
6.4 Support from TA's	Colleges	234	54	28%	90	25%	140	60%	34%	●
6.1 The ratios allocated by my college to teaching, research and community services	Colleges	342	—	—	259	51%	222	65%	14%	●
6.2 Students Learning Outcomes defined for the educational program that I am affiliated with	Colleges	346	—	—	398	77%	287	83%	6%	●
Section VII: Campus Life										
7.1 Social activities QU organizes on campus	ER	344	—	—	216	42%	227	66%	24%	●
7.2 Social relationship with other employees	ER	355	—	—	317	61%	230	65%	4%	●
Section X : General Questions										
10.3 Job security		366	48	24%	233	45%	247	67%	22%	●
10.4 Secretarial support/assistance		343	134	66%	324	64%	258	75%	11%	●
10.5 Mentoring of new employee		349	109	55%	333	65%	270	77%	12%	●
10.9 Job motivation by direct manager/(College administration_2011)		362	107	54%	331	64%	252	70%	6%	●
10.6 Overall Work environment/valued/appreciated for my work_2011		370	34	17%	303	58%	303	82%	24%	●
10.7 Overall job satisfaction		369	117	59%	420	80%	298	81%	0%	●
10.1 Fair treatment		371	—	—	355	68%	247	67%	-1%	●
10.2 Equal treatment		363	—	—	321	62%	240	66%	4%	●
10.11 Ability to express my ideas freely about the university		359	—	—	278	54%	267	74%	20%	●
Weighted Average				52%		61%		74%	14%	●

Faculty Qualitative Results in General

This part of the report sheds light on the issues that are affecting faculty retention and satisfaction areas which need to be studied and improved. It includes most of the important comments and suggestions of some participants which may contribute in improving strategic plan/policies, HR department services, BOD services, Educational support services, teaching, campus life, student services department, recreational facilities etc. It also supports the administration to understand faculty needs better and provide an insight into the opinions of faculty and support the quantitative analysis of the project.

Although, some of the participants have some concerns, there are others who were very satisfied with their institution, that was reflected from the comment of one faculty *"We are proud of being at QU and hope QU is proud of its people as well"*.

More details on qualitative information by QU departments/colleges is available in appendix (C) of the report.

Faculty suggestions or recommendations to improve strategic plan and Policies

- Faculty contracts should be extended to five years rather than three years and the university should start tenure track system in order to keep good faculty for long period of time.
- QU management needs to connect the faculty and staff more closely with the status of Strategic Plan.
- The handbook should be updated.
- There should be regular meetings with faculty at university to listen to their suggestions or recommendations.
- The department head should have more powers in hiring and retaining suitable staff.
- Increase the salary of professors because the load of teaching and research is high.
- Housing policy is a disaster; provide faculty housing allowance and end the housing compound slums.
- As faculty members, we are constantly reminded that our major focus should be on teaching but when it comes to promotion, research accomplishment is taken more into consideration.

Suggestions and recommendations to improve HR services

- QU needs to cover the full education cost of faculty member's children regardless of the school they go to.
- There is a large inequality in salaries in QU and it hinders the development of university reputation. The experienced lecturers deserve higher payment than the new comers do.
- Working hours for faculty are unlimited; we are required to perform in all directions.
- The University calendar should be changed so as to provide longer mid-term breaks (minimum 2 weeks) by perhaps reducing 2 weeks from the summer vacation.
- The annual support for attending conferences, seminars, workshops and training is not appropriate.

Suggestions or recommendations to improve BOD services

- Faculty offices lack good work atmosphere and privacy as they are not separated. Try to give closed and separate offices for the professors.
- The parking spots need to be monitored and enforced to make sure the designated parking is available for the assigned person.

- Rules should be implemented for students parking on the roadside and sufficient parking lots should be provided for students and faculty.
- Classes and offices are hard to regulate in terms of temperature. They are either too hot or too cold.
- Many labs are unsafe and accidents are about to happen. Regular inspections in student labs are not done by independent safety officers.
- The university should implement new rules for driving inside the university, with speed limits, compulsory giving way to pedestrians at crossings etc.

Suggestions and recommendations to improve Education Support Services

- Technology support at Qatar University is great.
- The white board should remain in the rooms even if the smart desk is there and it should not be hidden when the projector is open.
- Faculty should get some choices regarding computer type, model and operating system.
- The IT takes a long period of time to repair computers or to provide new computers.
- Install computers in classrooms so the faculty does not have to carry out their laptops everywhere.
- Qatar University should adopt Apple technology (iMacs, iPads) for faculty and student.
- Students need computer labs in each building to do their works and print materials.

Suggestions and recommendations to improve the teaching at QU

- Try appointing TA's for faculty who is handling too many students to reduce the teaching load.
- More attention should be given to the size of the classes.
- There should be transparency/fairness on the workload teachers get.
- We are hired as educators, not researchers, yet our teaching ability is never assessed.

Suggestions and recommendations to improve Campus Life

- There is no social activity in Campus for faculty or administration.
- Develop a university Social club to enhance social interactions between all QU employees. There are few opportunities to get to know faculty in other departments/areas.

Suggestions and recommendations to improve student services

- The food is very expensive, and the quality of food is very bad.
- Special dining facilities should be available for faculty.
- The university should have its own restaurants for students and faculty with good quality of food and reasonable prices.
- The Food Court should remain open during non-teaching days as well.

Suggestions and recommendations to improve Recreational facilities

- There is no facility to exercise; especially for women. Try to use techno gym equipment.
- Swimming pool is needed for women's campus.
- The swimming pool should work on Friday and Saturday.
- Separate gym is needed for students and faculty.

Faculty feedback on what their management did to help them succeed in their position

- Teaching load should be reduced for those who are active in research and have funded project.
- The experience should be one of the important factors to assign someone in a position and should not assign politically.
- Hire new faculty to meet the increasing demand and increasing number of students.
- Faculty needs good lounges and prayer rooms.
- Lower the load of administrative work at the expense of real teaching.

Suggestions to improve the department

- Continuous support and encouragement for Research facilities, and support to attend scientific conferences are needed.
- Management should have one to one meeting with faculty and benefit from their experience.
- Give faculty some responsibility and independence in taking decisions in line within QU regulation/procedures.

Results by Colleges

- College of Arts and Sciences (CAS)

• Overall Satisfaction Rate of CAS by Section of the Survey

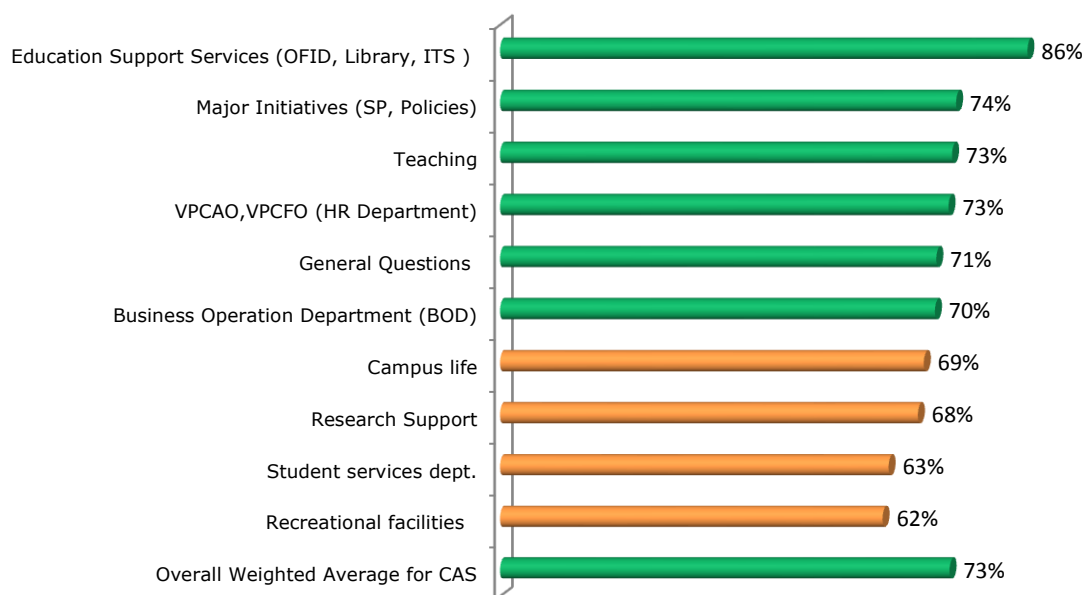


Figure (19): Overall Satisfaction Rate of CAS by Section of the Survey

• CAS Quantitative Results

Table (4): College of Arts Quantitative Results

College of Arts and Sciences (CAS)				
	Respondents		Satisfaction	
	N	N	%	Indicator
Section I: Major Initiatives (SP, Policies)				
1.1 Positive change due to the QU Strategic Plan	106	89	84%	●
1.2 Policies and procedures in the Faculty/Personnel handbook	111	93	84%	●
1.3 Duration of my contract	106	75	71%	●
1.4 Promotion policies and procedures	97	54	56%	●
1.5 Received promotion	32	23	72%	●
Weighted Average		74%		●
Section II: VPCAO,VPCFO (HR Department)				
2.1 Services provided by HR department	113	100	88%	●
2.2 Usefulness of HR website	108	86	80%	●
2.3 Salary	115	81	70%	●
2.4 Benefits of health insurance	112	83	74%	●

College of Arts and Sciences (CAS)				
	Respondents		Satisfaction	
	N	N	%	Indicator
2.5 Benefits for child education	90	70	78%	●
2.6 Annual appraisal	104	67	64%	●
2.7 Increment based on my annual appraisal	98	66	67%	●
2.8 Orientation process	98	65	66%	●
2.9 Clear assigned objectives for work	110	74	67%	●
2.10 Availability of financial support for attending conferences, seminars, workshops and trainings	102	75	74%	●
2.11f Faculty development opportunities	107	88	82%	●
2.12f Faculty Performance Review Electronic System (FPRS)	103	76	74%	●
2.13f Reflection of my research in my appraisal performance	87	59	68%	●
2.14f Fairness of Faculty Performance Review System (FPRS)	98	60	61%	●
Weighted Average			73%	●
Section III: Business Operation Department (BOD)				
3.1 Campus safety	114	91	80%	●
3.2 Campus security (lost & found, entry & exit, and availability of security staff)	111	92	83%	●
3.3 Availability of on-campus parking	111	64	58%	●
3.4 Location of campus parking	110	72	65%	●
3.5 Maintenance of buildings	111	77	69%	●
3.6 Maintenance of landscape	107	89	83%	●
3.7 Maintenance of student labs	77	56	73%	●
3.8 Maintenance of office space	109	68	62%	●
3.9 Office space and work station	115	71	62%	●
Weighted Average			70%	●
Section IV: Education Support Services (OFID, Library, ITS)				
4.1 Professional development activities provided by OFID	107	94	88%	●
4.2 OFID follow-up sessions on active learning, assessment strategies and Technology	106	92	87%	●
4.3 Professional development opportunities offered by the College	107	81	76%	●
4.4 Adequacy of student lab equipment and software	79	60	76%	●
4.5 Technology is integrated in my teaching	105	95	90%	●
4.6 Quality of services provided by ITS in genera	111	100	90%	●
4.7 Availability of services by the ITS department	112	97	87%	●
4.8 Adequacy of library services (such as library sessions, ask a librarian service and so on	107	94	88%	●
4.9 Availability of ITS internet services	113	105	93%	●
4.10 Quality of ITS internet services/	112	101	90%	●
4.11 Prompt response of ITS Helpdesk staff	112	92	82%	●
4.12 Quick response of technical staff to fix the services needed	111	86	77%	●
Weighted Average			86%	●

	Respondent	Exceed & Met Expectation		Indicator
	N	N	%	
Section V: Research Support				
5.1 Rules and regulations governing research are clear and comprehensive	90	60	67%	●
5.2 Research rules/regulations are applied in a fair way with no discrimination	87	63	72%	●
5.3 Research administration staff have the sufficient experience to monitor/supervise research	85	48	56%	●
5.4 Adequacy of the internal financial support	89	60	67%	●
5.5 Colleges encouragement to faculty for conducting research	96	65	68%	●
5.6 Services provided by Procurement Department	73	43	59%	●
5.7 Services provided by Finance Department	78	51	65%	●
5.8 Services provided by HR Department	82	63	77%	●
5.9 Maintenance	76	54	71%	●
5.10 Organizing conferences	74	53	72%	●
5.11 Equipment	79	57	72%	●
5.12 Overall satisfaction on development in services offered by the research administration	91	60	66%	●
Weighted Average		68%		●
	Respondents	Satisfaction		Indicator
	N	N	%	
Section VI: Teaching				
6.1 The ratios allocated by my college to teaching, research and community services	103	66	64%	●
6.2 Students Learning Outcomes defined for the educational program that I am affiliated with	102	87	85%	●
6.3 Student Learning Outcomes of the Core Curriculum Program at the University Level	95	79	83%	●
6.4 Support from TA's	82	46	56%	●
6.5 Reflection of my instructional contribution in my appraisal performance	100	75	75%	●
Weighted Average		73%		●
Section VII: Campus Life				
7.1 Campus Life Social activities QU organizes on campus	107	76	71%	●
7.2 Social relationship with other employees	110	73	66%	●
Weighted Average		69%		●
Section VIII: Student Services Dept.				
8.1 Availability of dining facilities	105	68	65%	●
8.2 Availability of varieties of food	103	67	65%	●
8.3 Quality of food services	103	62	60%	●
8.4 Cost (price) of food	102	67	66%	●
8.5 Recreational activities	89	52	58%	●
Weighted Average		63%		●

	Respondents	Yes		Indicator
	N	N	%	
Section IX: Recreational facilities				
9.1 Have you ever used the GYM facility?	115	12	10%	●
	Respondents	Satisfaction		Indicator
	N	N	%	
9.2 Annual membership fees	9	4	44%	●
9.3 Assistance and guidance of sport facilities staff	10	7	70%	●
9.4 The conditions of sports facilities (cleanliness and readiness to be used)	10	6	60%	●
9.5 Helpfulness and friendliness of the sports facilities staff	10	8	80%	●
9.6 Safety of Gym facilities	11	8	73%	●
9.7 Availability of medical facilities for first aid	10	6	60%	●
9.8 Availability of equipment(s)	11	5	45%	●
Weighted Average		62%		●
Section X : General Questions				
10.1 Fair treatment	114	69	61%	●
10.2 Equal treatment	112	69	62%	●
10.3 Job security	114	75	66%	●
10.4 Secretarial support/assistance	110	79	72%	●
10.5 Mentoring of new employee	111	84	76%	●
10.6 Overall Work environment	114	85	75%	●
10.7 Overall job satisfaction	115	93	81%	●
10.8 Availability of the requirements needed to do the job	115	89	77%	●
10.9 Job motivation by direct manager	112	79	71%	●
10.10 QU's reputation within the community	113	84	74%	●
10.11 Ability to express my ideas freely about the university	113	80	71%	●
10.12 Housing allowance (only for employees without government housing)	33	16	48%	●
Weighted Average		71%		●
Overall Weighted Average for CAS		73%		●

- **CAS Qualitative Results**

Suggestions and recommendations to improve the strategic plan and Policies

- The contracts of faculty should be raised to five years rather than three years because the three years contracts create feeling among the faculty that they lack any job security and this contract policy contributes significantly to the high faculty turnover.
- The policy of promotion needs more flexibility based on the regional environment and facilities.
- The strategic plane is still not visible and it has a lot of KPIs, which make it difficult to remember, to align with, to follow on, and to measure.
- QU management needs to connect the faculty and staff more closely with the status of the Strategic Plan.
- Faculty should be encouraged to work more on research.
- The Faculty handbook should be updated.
- Core curriculum courses must be more focused, offer more value to students and all classes in all majors should develop critical thinking.
- Housing is awful. Roaches, poor plumbing, poor construction that lets in way too much dust during dusty days and it really weighs on faculty members and their families. Even the housing allowance is not enough to afford house outside.
- There should be regular meeting with faculty in the university to listen to their suggestions or recommendations.

Suggestions and recommendations to improve HR services

- HR is not good, the data is not accurate, no efficient mechanism to clean and update their data periodically.
- Annual support for attending conferences, seminars, workshops and training is not appropriate. A return air ticket and accommodation for two weeks would increase the output of research.
- QU job salary is great but it needs to provide insurance for Americans in America.
- QU needs to cover the full education cost of faculty member's children regardless of the school they go to.
- The FPRS is not user friendly and it takes too much time to insert information.
- Officials need to take care of teaching assistants in the issue of signing attendance sheet and salary.

Suggestions and recommendations to improve BOD services

- Faculty offices lack good work atmosphere and privacy as they are not separated and the noises in one office are heard in the next three offices.
- There should be proper locking system in each offices and no unauthorized person should have access to it as people may lose their personal belongings.
- The parking lots need to be monitored and enforced to make sure the designated parking is available for the assigned person.
- There are several issues that BOD needs to improve such as quality of work, parking lots, shading of the passages and corridors, toilets renovation etc.
- Rules should be implemented for students parking on the roadside and sufficient parking lots should be provided for students and faculty.
- Classes and offices are hard to regulate in terms of temperature. They are either too hot or too cold.

- More attention should be provided to the undergraduate students, security and the maintenance worker should work in the evening or in any particular time. They should be properly charged at the time of entry and exit.

Suggestions and recommendations to improve Education Support Services

- Technology support at Qatar University is great.
- Library needs more books and better staff to answer the email queries.
- The white board should remain in the rooms even if the smart desk is there and it should not be hidden when the projector is open.

Suggestions and recommendations to improve the teaching at QU

- More Teaching Assistants are needed to support faculty who are teaching more than 25 students per class as the teaching load is high
- Simple teaching tools like board or eraser are not available in the class.
- Give faculty some power over students' behavior because some students have a sense of authority over the faculty members.
- Qatar University expects us to do high quality research without really giving us time and proper office to do it.

Suggestions and recommendations to improve Campus Life

- Need more educational activities.

Suggestions and recommendations to improve student services

- The food in cafeteria is not fresh and is very expensive.
- Dining from different companies should be there for competition.
- Special dining facilities should be available for faculties.

Suggestions and recommendations to improve Recreational facilities

- Staff and students need separate GYM facilities.
- The male GYM is not safe.

CAS faculty feedback on what their management did to help them succeed in their position.

- Give more time for faculty to work on their research and hold more responsibilities to TA's.
- New faculty members need more guidelines in quality teaching.
- Teaching load should be reduced for those who are active in research and have funded project.
- Give better opportunities for scientific research at the university.
- Create a position of Assistant Head of Department to allow the department head to concentrate more on one work.
- The experience should be one of the important factors to assign someone in a position and should not be assigned politically.
- Avoid discrimination in terms of nationality, language, creed and faith.
- There are lots of PhD TA's with good communication and teaching ability than some of the professors. If they can change their position at least as lecturer that will help them to be satisfied.

Suggestions to improve the department

- Contentious support and encouragement, Research facilities, and support to attend scientific conferences.
- The department is good; they provide assistance, advice and guidance since the beginning of work until now.
- The department head has helped to identify and participate in conferences on advanced levels.
- Management should have one to one meeting with faculty and benefit from their experience.

- College of Education (CED)

• Overall Satisfaction Rate of CED by Section of the Survey

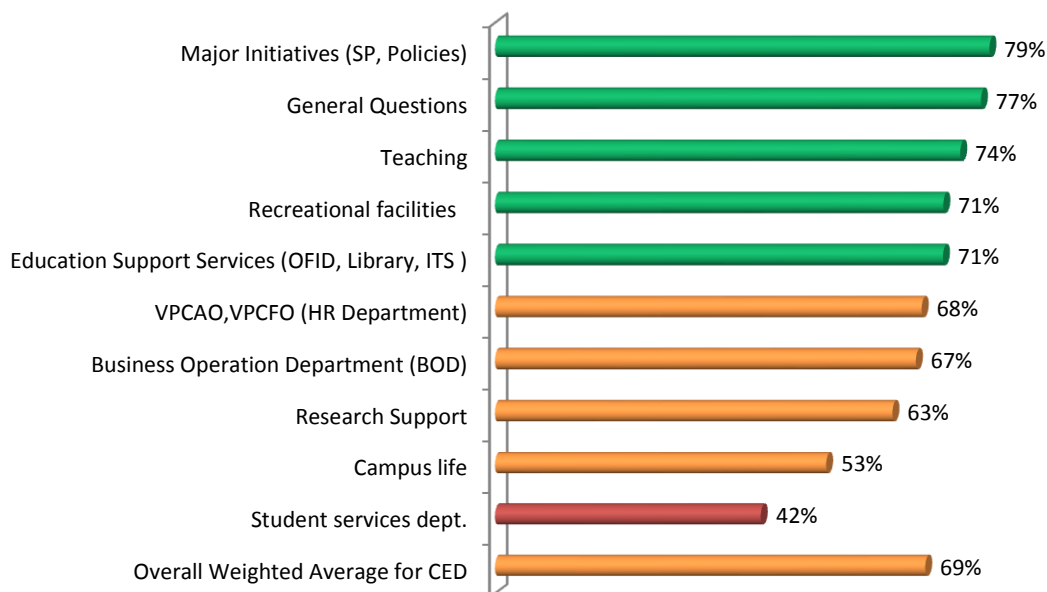


Figure (20): Overall Satisfaction Rate of CED by Section of the Survey

• CED Quantitative Results

Table (5): College of Education Quantitative Results

College of Education (CED)					
	Respondents		Satisfaction		Indicator
	N	N	N	%	
Section I: Major Initiatives (Strategic Plan, Policies)					
1.1 Positive change due to the QU Strategic Plan	19	16	84%	●	
1.2 Policies and procedures in the Faculty/Personnel handbook	20	15	75%	●	
1.3 Duration of my contract	16	14	88%	●	
1.4 Promotion policies and procedures	16	10	63%	●	
1.5 Received promotion	9	8	89%	●	
Weighted Average			79%	●	
Section II: Services Provided by VPCAO and VPCFO					
2.1 Services provided by HR department	20	16	80%	●	
2.2c Usefulness of HR website	20	14	70%	●	
2.3 Salary	21	14	67%	●	
2.4 Benefits of health insurance	19	11	58%	●	
2.5 Benefits for child education	11	7	64%	●	
2.6 Annual appraisal	18	12	67%	●	

College of Education (CED)					
	Respondents		Satisfaction		Indicator
	N	N	%		
2.7 Increment based on my annual appraisal	17	12	71%		●
2.8 Orientation process	17	13	76%		●
2.9 Clear assigned objectives for work	21	14	67%		●
2.10 Availability of financial support for attending conferences, seminars, workshops and trainings	20	12	60%		●
2.11f Faculty development opportunities	21	15	71%		●
2.12f Faculty Performance Review Electronic System (FPRS)	16	11	69%		●
2.13f Reflection of my research in my appraisal performance	15	11	73%		●
2.14f Fairness of Faculty Performance Review System (FPRS)	17	10	59%		●
Weighted Average		68%			●
Section III: Business Operation Department (BOD)					
3.1 Campus safety	21	17	81%		●
3.2 Campus security (lost & found, entry & exit, and availability of security staff)	19	18	95%		●
3.3 Availability of on-campus parking	19	7	37%		●
3.4 Location of campus parking	20	8	40%		●
3.5 Maintenance of buildings	20	13	65%		●
3.6 Maintenance of landscape	19	16	84%		●
3.7 Maintenance of student labs	11	8	73%		●
3.8 Maintenance of office space	20	13	65%		●
3.9 Office space and work station	21	14	67%		●
Weighted Average		67%			●
Section IV: Education Support Services (OFID, Library, ITS)					
4.1 Professional development activities provided by OFID	20	13	65%		●
4.2 OFID follow-up sessions on active learning, assessment strategies and technology	20	12	60%		●
4.3 Professional development opportunities offered by the College	20	14	70%		●
4.4 Adequacy of student lab equipment and software	14	9	64%		●
4.5 Technology is integrated in my teaching	21	18	86%		●
4.6 Quality of services provided by ITS in genera	21	15	71%		●
4.7 Availability of services by the ITS department	20	11	55%		●
4.8 Adequacy of library services (such as library sessions, ask a librarian service and so on	21	19	90%		●
4.9 Availability of ITS internet services	21	18	86%		●
4.10 Quality of ITS internet services/	21	15	71%		●
4.11 Prompt response of ITS Helpdesk staff	21	15	71%		●
4.12 Quick response of technical staff to fix the services needed	21	13	62%		●
Weighted Average		71%			●

Section V: Research Support	Respondent	Exceed & Met Expectation		Indicator
	N	N	%	
5.1 Rules and regulations governing research are clear and comprehensive	19	11	58%	●
5.2 Research rules/regulations are applied in a fair way with no discrimination	18	13	72%	●
5.3 Research administration staff have the sufficient experience to monitor/supervise research	16	11	69%	●
5.4 Adequacy of the internal financial support	16	10	63%	●
5.5 Colleges encouragement to faculty for conducting research	17	12	71%	●
5.6 Services provided by Procurement Department	11	9	82%	●
5.7 Services provided by Finance Department	14	9	64%	●
5.8 Services provided by HR Department	17	9	53%	●
5.9 Maintenance	11	7	64%	●
5.10 Organizing conferences	13	7	54%	●
5.11 Equipment	13	7	54%	●
5.12 Overall satisfaction on development in services offered by the research administration	15	9	60%	●
Weighted Average		63%		●
Section VI: Teaching				
6.1 The ratios allocated by my college to teaching, research and community services	20	14	70%	●
6.2 Students Learning Outcomes defined for the educational program that I am affiliated with	19	16	84%	●
6.3 Student Learning Outcomes of the Core Curriculum Program at the University Level	16	13	81%	●
6.4 Support from TA's	12	6	50%	●
6.5 Reflection of my instructional contribution in my appraisal performance	18	14	78%	●
Weighted Average		74%		●
Section VII: Campus Life				
7.1 Social activities QU organizes on campus	18	11	61%	●
7.2 Social relationship with other employees	18	8	44%	●
Weighted Average		53%		●
Section VIII: Student Services Dept.				
8.1 Availability of dining facilities	17	7	41%	●
8.2 Availability of varieties of food	17	6	35%	●
8.3 Quality of food services	17	6	35%	●
8.4 Cost (price) of food	18	10	56%	●
8.5 Recreational activities	16	7	44%	●
Weighted Average		42%		●
	Respondents	Yes		Indicator
	N	N	%	
Section IX: Recreational facilities				
9.1 Have you ever used the GYM facility?	21	2	10%	●

	Respondents		Satisfaction		Indicator
	N	N	%		
9.2 Annual membership fees	2	1	50%	●	
9.3 Assistance and guidance of sport facilities staff	2	2	100%	●	
9.4 The conditions of sports facilities (cleanliness and readiness to be used)	2	2	100%	●	
9.5 Helpfulness and friendliness of the sports facilities staff	2	2	100%	●	
9.6 Safety of Gym facilities	2	1	50%	●	
9.7 Availability of medical facilities for first aid	2	1	50%	●	
9.8 Availability of equipment(s)	2	1	50%	●	
Weighted Average		71%		●	
Section X : General Questions					
10.1 Fair treatment	21	16	76%	●	
10.2 Equal treatment	21	14	67%	●	
10.3 Job security	21	15	71%	●	
10.4 Secretarial support/assistance	20	16	80%	●	
10.5 Mentoring of new employee	19	14	74%	●	
10.6 Overall Work environment	21	18	86%	●	
10.7 Overall job satisfaction	21	17	81%	●	
10.8 Availability of the requirements needed to do the job	21	18	86%	●	
10.9 Job motivation by direct manager	21	17	81%	●	
10.10 QU's reputation within the community	21	17	81%	●	
10.11 Ability to express my ideas freely about the university	20	16	80%	●	
10.12 Housing allowance (only for employees without government housing)	12	7	58%	●	
Weighted Average		77%		●	
Overall Weighted Average for CED		69%		●	

• CED Qualitative Results

Suggestions and recommendations to improve strategic plan and Policies

- Faculty does not feel secure because of the three year contract system, and they compare themselves with Western universities who have tenure system or rolling contract.

Suggestions and recommendations to improve HR services

- HR needs to improve their services in orientation, residency process because it has a difficult process, also HR needs to accompany new faculty to the Medical Center and walk them through the process.
- There is a large inequality in salaries at QU and it hinders the development of university reputation.
- There is no encouragement for Qatari employees to attend international conferences.

Suggestions and recommendations to improve BOD services

- The faculty member who is working at QU for more than 20 years has no assigned parking lot. In contrast, it may be a unit manager sections who worked for short time have an assigned parking spot.
- The students who park in illegal areas in front of the main administration building and on sidewalks should be warned and fined.

Suggestions and recommendations to improve Education Support Services

- There is no diversity for faculty computers; they should get some choices in type, model and operating system.
- The IT takes a long period of time to repair computer or provide with new computers even after they promise.

Suggestions or recommendations to improve the teaching at QU

- There are no Teaching Assistant to help faculty in correcting papers and the other required tasks.

Suggestions and recommendations to improve Campus Life

- There is no social activity in Campus for faculty or administration.
- There is no arrangement in QU to encourage the faculty members to connect with each other.

Suggestions and recommendations to improve student services

- Students' life seems to be restricted which kills the livelihood of the campus.
- The food is very expensive, and the quality is very bad.

Suggestions and recommendations to improve Recreational facilities

- The existing equipment's are very old in male GYM and it needs to be re-processed.

CED faculty feedback on what their management did to help them succeed in their position

- The management is very cooperative and always encourages at work.
- Give priority and provide facilities for Qatari faculty in the research aspects, attending conferences and professional development for them.
- Provide faculty with required textbooks and resources on time.
- Hire new faculty to meet the increasing demand and increasing number of students.

Suggestions to improve the department

- Faculty needs more transparency and freedom of opinion.
- The head of department should follow up all problems in the department. The ability to keep track of all things regardless of how busy the manager is.
- Administration should help and assist as much as possible.

- College of Business and Economics (CBE)

• Overall Satisfaction Rate of CBE by Section of the Survey

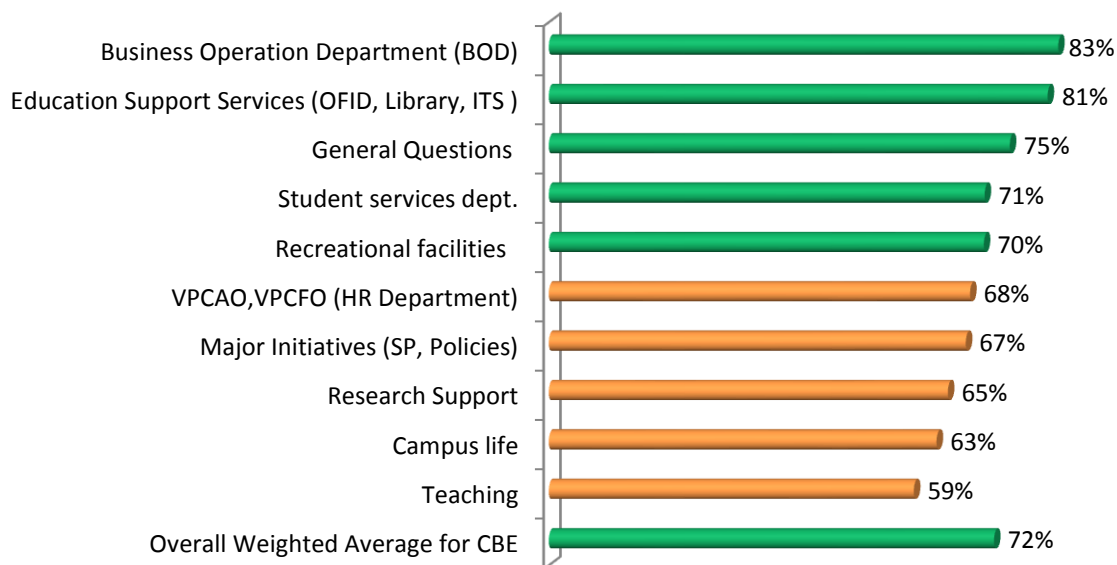


Figure (21): Overall Satisfaction rate of CBE by Section of the Survey

• CBE Quantitative Results

Table (6): College of Business and Economics Quantitative Results

College of Business and Economics (CBE)					
	Respondents		Satisfaction		Indicator
	N	N	%		
Section I: Major Initiatives (Strategic Plan, Policies)					
1.1 Positive change due to the QU Strategic Plan	30	23	77%	●	
1.2 Policies and procedures in the Faculty/Personnel handbook	32	24	75%	●	
1.3 Duration of my contract	31	20	65%	●	
1.4 Promotion policies and procedures	29	17	59%	●	
1.5 Received promotion	7	3	43%	●	
Weighted Average		67%		●	
Section II: Services Provided by VPCAO and VPCFO					
2.1 Services provided by HR department	32	22	69%	●	
2.2c Usefulness of HR website	31	21	68%	●	
2.3 Salary	32	18	56%	●	
2.4 Benefits of health insurance	32	24	75%	●	
2.5 Benefits for child education	26	17	65%	●	
2.6 Annual appraisal	28	20	71%	●	
2.7 Increment based on my annual appraisal	24	13	54%	●	

College of Business and Economics (CBE)					
	Respondents		Satisfaction		Indicator
	N	N	%		
2.8 Orientation process	28	16	57%		●
2.9 Clear assigned objectives for work	32	26	81%		●
2.10 Availability of financial support for attending conferences, seminars, workshops and trainings	32	23	72%		●
2.11f Faculty development opportunities	31	21	68%		●
2.12f Faculty Performance Review Electronic System (FPRS)	30	20	67%		●
2.13f Reflection of my research in my appraisal performance	26	19	73%		●
2.14f Fairness of Faculty Performance Review System (FPRS)	27	20	74%		●
Weighted Average		68%			●
Section III: Business Operation Department (BOD)					
3.1 Campus safety	32	31	97%		●
3.2 Campus security (lost & found, entry & exit, and availability of security staff)	32	31	97%		●
3.3 Availability of on-campus parking	32	15	47%		●
3.4 Location of campus parking	32	22	69%		●
3.5 Maintenance of buildings	32	28	88%		●
3.6 Maintenance of landscape	31	29	94%		●
3.7 Maintenance of student labs	22	18	82%		●
3.8 Maintenance of office space	31	26	84%		●
3.9 Office space and work station	32	28	88%		●
Weighted Average		83%			●
Section IV: Education Support Services (OFID, Library, ITS)					
4.1 Professional development activities provided by OFID	32	29	91%		●
4.2 OFID follow-up sessions on active learning, assessment strategies and Technology	31	26	84%		●
4.3 Professional development opportunities offered by the College	32	19	59%		●
4.4 Adequacy of student lab equipment and software	22	16	73%		●
4.5 Technology is integrated in my teaching	30	27	90%		●
4.6 Quality of services provided by ITS in general	32	25	78%		●
4.7 Availability of services by the ITS department	32	25	78%		●
4.8 Adequacy of library services (such as library sessions, ask a librarian service and so on	30	26	87%		●
4.9 Availability of ITS internet services	31	29	94%		●
4.10 Quality of ITS internet services/	31	29	94%		●
4.11 Prompt response of ITS Helpdesk staff	31	23	74%		●
4.12 Quick response of technical staff to fix the services needed	32	22	69%		●
Weighted Average		81%			●

Section V: Research Support	Respondent	Exceed & Met Expectation		Indicator
	N	N	%	
5.1 Rules and regulations governing research are clear and comprehensive	29	14	48%	●
5.2 Research rules/regulations are applied in a fair way with no discrimination	27	15	56%	●
5.3 Research administration staff have the sufficient experience to monitor/supervise research	25	12	48%	●
5.4 Adequacy of the internal financial support	29	21	72%	●
5.5 Colleges encouragement to faculty for conducting research	29	18	62%	●
5.6 Services provided by Procurement Department	17	13	76%	●
5.7 Services provided by Finance Department	21	14	67%	●
5.8 Services provided by HR Department	21	15	71%	●
5.9 Maintenance	21	18	86%	●
5.10 Organizing conferences	17	12	71%	●
5.11 Equipment	20	16	80%	●
5.12 Overall satisfaction on development in services offered by the research administration	26	14	54%	●
Weighted Average		65%		●
	Respondents	Satisfaction		Indicator
	N	N	%	
Section VI: Teaching				
6.1 The ratios allocated by my college to teaching, research and community services	30	14	47%	●
6.2 Students Learning Outcomes defined for the educational program that I am affiliated with	30	24	80%	●
6.3 Student Learning Outcomes of the Core Curriculum Program at the University Level	27	22	81%	●
6.4 Support from TA's	29	7	24%	●
6.5 Reflection of my instructional contribution in my appraisal performance	28	18	64%	●
Weighted Average		59%		●
Section VII: Campus Life				
7.1 Social activities QU organizes on campus	28	19	68%	●
7.2 Social relationship with other employees	31	18	58%	●
Weighted Average		63%		●
Section VIII: Student Services Dept.				
8.1 Availability of dining facilities	29	24	83%	●
8.2 Availability of varieties of food	28	22	79%	●
8.3 Quality of food services	27	17	63%	●
8.4 Cost (price) of food	29	20	69%	●
8.5 Recreational activities	26	15	58%	●
Weighted Average		71%		●

	Respondents		Yes		Indicator
	N	N	N	%	
Section IX: Recreational facilities					
9.1 Have you ever used the GYM facility?	32	9	28%		
	Respondents		Satisfaction		Indicator
	N	N	N	%	
9.2 Annual membership fees	8	7	88%		●
9.3 Assistance and guidance of sport facilities staff	8	6	75%		●
9.4 The conditions of sports facilities (cleanliness and readiness to be used)	8	6	75%		●
9.5 Helpfulness and friendliness of the sports facilities staff	8	6	75%		●
9.6 Safety of Gym facilities	8	5	63%		●
9.7 Availability of medical facilities for first aid	7	4	57%		●
9.8 Availability of equipment(s)	7	4	57%		●
Weighted Average	70%				●
Section X : General Questions					
10.1 Fair treatment	32	22	69%		●
10.2 Equal treatment	32	20	63%		●
10.3 Job security	31	22	71%		●
10.4 Secretarial support/assistance	31	21	68%		●
10.5 Mentoring of new employee	30	25	83%		●
10.6 Overall Work environment	32	28	88%		●
10.7 Overall job satisfaction	32	27	84%		●
10.8 Availability of the requirements needed to do the job	32	26	81%		●
10.9 Job motivation by direct manager	32	21	66%		●
10.10 QU's reputation within the community	32	26	81%		●
10.11 Ability to express my ideas freely about the university	32	22	69%		●
10.12 Housing allowance (only for employees without government housing)	3	2	67%		●
Weighted Average	75%				●
Overall Weighted Average for CBE	72%				●

• CBE Qualitative Results

Suggestions and recommendations to improve strategic plan and Policies

- Faculty contracts should be raised to five years rather than three years and the university can start tenure track system in order to keep good faculty for a long period of time.

Suggestions and recommendations to improve HR services

- Although HR is improving and trying their best to accommodate faculty member's requests, they need more training in order to improve more.
- The HR staff should be more responsive.

- The orientation was not good, and the information on the website is incorrect.
- Some procedures take long time to work in it.
- The policy of conferences support is not in line with the reality at the University.

Suggestions and recommendations to improve BOD services

- We asked for a Tea boy from the beginning of the semester but no action has been taken.
- Signage has always been and is still a problem at QU

Suggestions and recommendations to improve Education Support Services

- Install computers in classrooms so the faculty need not carry out their laptops everywhere.

Suggestions and recommendations to improve the teaching at QU

- Although QU is providing enough financial support to conduct research, but because of teaching loads on faculty there is lack of time to conduct quality research.
- There should be teaching assistants to help the faculty in marking the exams, conducting some tutorials to help students as well as post grades etc.
- Faculty needs to be involved in the decision like unified syllabus as well as exams.

Suggestions and recommendations to improve Campus Life

- A strategy is needed so that people identify themselves to QU. Faculty, staff and students need to be proud of belonging to Qatar University and believe that they are part of an established and respectful institution so that they will defend the brand of this institution.

Suggestions and recommendations to improve student services

- The food quality is very low with high prices. The material does not meet the price mentioned and so it is expensive for nothing.

CBE faculty feedback on what their management did to help them succeed in their position

- The relationships are very friendly among the members and the leadership is exemplary. However, management can take into consideration extending the contract duration for faculty who are performing well consistently.
- More research support is needed with teaching reduction, availability of research assistant.
- People should be proactive. We should not only rely on the management to provide solutions to everything. We are part of the system, thus we should participate to improve it.

Suggestions to improve the department

- Providing awards for excellence in teaching, research and service in the college.
- The management is trying to support the research endeavors by reducing the class size, bringing Teaching and Research assistants.

- College of Engineering (CENG)

• Overall Satisfaction Rate of CENG by Section of the Survey

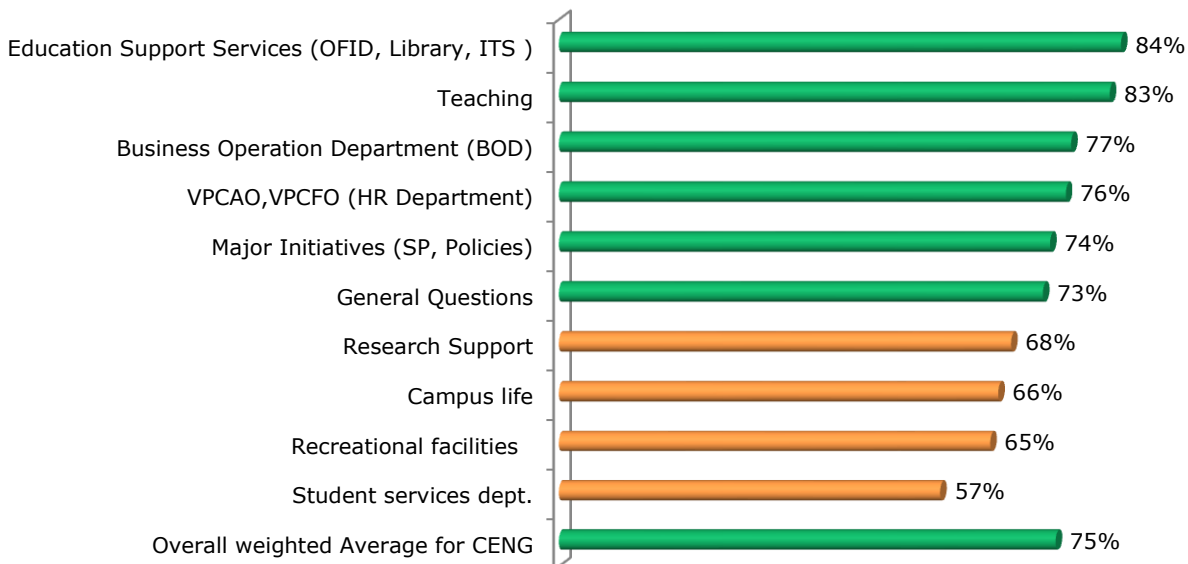


Figure (22): Overall Satisfaction Rate of CENG by Section of the Survey

• CENG Quantitative Results

Table (7): College of Engineering Quantitative Results

College of Engineering (CENG)					
	Respondents		Satisfaction		Indicator
	N	N	N	%	
Section I: Major Initiatives (Strategic Plan, Policies)					
1.1 Positive change due to the QU Strategic Plan	59	51	86%	●	
1.2 Policies and procedures in the Faculty/Personnel handbook	66	61	92%	●	
1.3 Duration of my contract	67	45	67%	●	
1.4 Promotion policies and procedures	65	35	54%	●	
1.5 Received promotion	28	18	64%	●	
Weighted Average		74%		●	
Section II: Services Provided by VPCAO and VPCFO					
2.1 Services provided by HR department	68	59	87%	●	
2.2 Usefulness of HR website	64	51	80%	●	
2.3 Salary	68	50	74%	●	
2.4 Benefits of health insurance	68	53	78%	●	
2.5 Benefits for child education	50	33	66%	●	
2.6 Annual appraisal	62	49	79%	●	
2.7 Increment based on my annual appraisal	58	44	76%	●	
2.8 Orientation process	54	40	74%	●	
2.9 Clear assigned objectives for work	67	47	70%	●	
2.10 Availability of financial support for attending conferences, seminars, workshops and trainings	62	52	84%	●	

College of Engineering (CENG)					
	Respondents		Satisfaction		Indicator
	N	N	%		
2.11f Faculty development opportunities	62	48	77%		●
2.12f Faculty Performance Review Electronic System (FPRS)	58	39	67%		●
2.13f Reflection of my research in my appraisal performance	51	37	73%		●
2.14f Fairness of Faculty Performance Review System (FPRS)	56	43	77%		●
Weighted Average		76%			●
Section III: Business Operation Department (BOD)					
3.1 Campus safety	67	60	90%		●
3.2 Campus security (lost & found, entry & exit, and availability of security staff)	64	53	83%		●
3.3 Availability of on-campus parking	67	56	84%		●
3.4 Location of campus parking	68	59	87%		●
3.5 Maintenance of buildings	68	43	63%		●
3.6 Maintenance of landscape	66	57	86%		●
3.7 Maintenance of student labs	61	48	79%		●
3.8 Maintenance of office space	67	46	69%		●
3.9 Office space and work station	68	36	53%		●
Weighted Average		77%			●
Section IV: Education Support Services (OFID, Library, ITS)					
4.1 Professional development activities provided by OFID	64	57	89%		●
4.2 OFID follow-up sessions on active learning, assessment strategies and Technology	60	51	85%		●
4.3 Professional development opportunities offered by the College	63	47	75%		●
4.4 Adequacy of student lab equipment and software	60	49	82%		●
4.5 Technology is integrated in my teaching	64	62	97%		●
4.6 Quality of services provided by ITS in general	66	52	79%		●
4.7 Availability of services by the ITS department	66	51	77%		●
4.8 Adequacy of library services (such as library sessions, ask a librarian service and so on	62	58	94%		●
4.9 Availability of ITS internet services	66	63	95%		●
4.10 Quality of ITS internet services/	66	60	91%		●
4.11 Prompt response of ITS Helpdesk staff	64	49	77%		●
4.12 Quick response of technical staff to fix the services needed	60	43	72%		●
Weighted Average		84%			●

Section V: Research Support	Respondent	Exceed & Met Expectation		Indicator
	N	N	%	
5.1 Rules and regulations governing research are clear and comprehensive	53	29	55%	●
5.2 Research rules/regulations are applied in a fair way with no discrimination	51	38	75%	●
5.3 Research administration staff have the sufficient experience to monitor/supervise research	50	28	56%	●
5.4 Adequacy of the internal financial support	47	39	83%	●
5.5 Colleges encouragement to faculty for conducting research	51	40	78%	●
5.6 Services provided by Procurement Department	43	22	51%	●
5.7 Services provided by Finance Department	50	33	66%	●
5.8 Services provided by HR Department	50	37	74%	●
5.9 Maintenance	43	31	72%	●
5.10 Organizing conferences	39	32	82%	●
5.11 Equipment	42	29	69%	●
5.12 Overall satisfaction on development in services offered by the research administration	50	28	56%	●
Weighted Average		68%		●
	Respondents	Satisfaction		Indicator
	N	N	%	
Section VI: Teaching				
6.1 The ratios allocated by my college to teaching, research and community services	63	44	70%	●
6.2 Students Learning Outcomes defined for the educational program that I am affiliated with	64	61	95%	●
6.3 Student Learning Outcomes of the Core Curriculum Program at the University Level	59	51	86%	●
6.4 Support from TA's	57	47	82%	●
6.5 Reflection of my instructional contribution in my appraisal performance	57	45	79%	●
Weighted Average		83%		●
Section VII: Campus Life				
7.1 Social activities QU organizes on campus	66	44	67%	●
7.2 Social relationship with other employees	66	43	65%	●
Weighted Average		66%		●
Section VIII: Student Services Dept.				
8.1 Availability of dining facilities	64	39	61%	●
8.2 Availability of varieties of food	64	38	59%	●
8.3 Quality of food services	64	37	58%	●
8.4 Cost (price) of food	65	41	63%	●
8.5 Recreational activities	56	24	43%	●
Weighted Average		57%		●
	Respondents	Yes		Indicator
	N	N	%	
Section IX: Recreational facilities				
9.1 Have you ever used the GYM facility?	68	11	16%	

	Respondents		Satisfaction		Indicator
	N	N	%		
9.2 Annual membership fees	10	7	70%	●	
9.3 Assistance and guidance of sport facilities staff	9	4	44%	●	
9.4 The conditions of sports facilities (cleanliness and readiness to be used)	10	5	50%	●	
9.5 Helpfulness and friendliness of the sports facilities staff	10	9	90%	●	
9.6 Safety of Gym facilities	10	7	70%	●	
9.7 Availability of medical facilities for first aid	9	6	67%	●	
9.8 Availability of equipment(s)	10	6	60%	●	
Weighted Average		65%		●	
Section X : General Questions					
10.1 Fair treatment	68	46	68%	●	
10.2 Equal treatment	67	43	64%	●	
10.3 Job security	67	46	69%	●	
10.4 Secretarial support/assistance	61	48	79%	●	
10.5 Mentoring of new employee	63	41	65%	●	
10.6 Overall Work environment	67	58	87%	●	
10.7 Overall job satisfaction	67	52	78%	●	
10.8 Availability of the requirements needed to do the job	68	58	85%	●	
10.9 Job motivation by direct manager	66	40	61%	●	
10.10 QU's reputation within the community	66	48	73%	●	
10.11 Ability to express my ideas freely about the university	63	46	73%	●	
10.12 Housing allowance (only for employees without government housing)	7	4	57%	●	
Weighted Average		73%		●	
Overall weighted Average for CENG		75%		●	

• CENG Qualitative Results

Suggestions and recommendations to improve strategic plan and Policies

- The duration of contract must be increased to allow meaningful career development that has bi-mutual benefits for both faculty and the institution.
- Reduce the number of students in classrooms, increase the number of rooms and the TA's in engineering labs.
- Increase the salary of doctors because the load of teaching and doing research is high.
- QU cannot possibly achieve its long-term goals of becoming a regional leader in high quality education and research without being able to offer Tenure at least to those who deserve it
- If teaching is our main priority, then why is research the main priority for the promotion criteria? The University needs a clear, consistent message regarding its goals with respect to teaching and research, and the policies should reflect that consistency
- Sixty years of age is believed to be too early for faculty to retire.
- The department head should have more powers in hiring and retaining suitable staff.

Suggestions and recommendations to improve HR services

- Working hours for faculty are unlimited; we are required to perform in all directions.
- Tickets should be paid in cash.
- There should be promotion policies for teaching assistant and basic salaries should be based on qualifications and total number of years of experience.
- Any change in policies should be notified to all concerned.
- Children education must be paid for all stages that must include KG and pre 3&4.
- There is a difference in salary between faculty without any legal reason, the university should investigate and practice justice in bounces and salaries.

Suggestions and recommendations to improve BOD services

- Some offices of faculty members in Engineering are just cubicles and they are roof-less, which means a lot of noise is easily heard and negatively reflected on the professor's focus and performance. Try to give closed and separate offices for professors.
- The air-conditions in Engineering college is high. It is always cold in offices and we are unable to control this.
- Male Buildings should be changed with modern buildings, and a new engineering building should be constructed as early as possible.
- A lot of labs are unsafe and accidents are about to happen. Regular inspections in student labs are not done by independent safety officers.
- Try to provide student with more parking lots as they intrude in faculty parking areas and argue with faculty for spaces.

Suggestions and recommendations to improve Education Support Services

- There are some machines/software for research that cannot be accessed from outside university. It's the responsibility of IT team to provide solutions, and not to adopt the easiest one which is to punish researchers.
- Reduce teaching loads and be comparable to our competitors in the education city.
- IT department is really doing a good job and wireless service on campus is really good.
- The staff available for the college of engineering to fix problems or undertake troubleshooting issues is not enough
- Helpdesk is not helpful as it should be, they don't respond to any request or email.

Suggestions and recommendations to improve the teaching at QU

- College of Engineering needs more TA's, bigger labs, more classrooms.
- Number of students should not exceed 25 and the instructor should have the authority in ordering books, equipment's and other teaching materials.
- To produce some good quality research faculty needs time, focus and dedication. Try to reduce teaching loads and help them in every possible way.
- There should be proper rule and deadline for the students' evaluation process. For example; Students evaluation should be enforced otherwise the student will not be able to enter the final exam, see his/her grades or something similar.

Suggestions and recommendations to improve Campus Life

- There is lack of social activities in Qatar University.
- Develop a university Social club to enhance social interactions between all QU employees.

- Faculty needs family programs, and it should be organized in the department level as well.
- Faculty lounges in the engineering building are dirty and cannot be used for external visitors.

Suggestions and recommendations to improve student services

- There is no proper female GYM or facilities like swimming pool, tennis etc.
- The dining facilities and quality of food on men's campus is bad.
- The university should have its own restaurants for students and faculty with good quality of food with reasonable price
- The swimming pool should work on Fridays and Saturdays

Suggestions and recommendations to improve Recreational facilities

- Should provide a recreational facility with canteen facility for faculty and staff which can be accessed by the whole family.
- Sports facilities should be free for faculty members and it should not allow kids and youth from outside the university.

CENG faculty feedback on what their management did to help them succeed in their position

- Department offices should look more elegant because this is the show piece to outside world.
- Divide the department into two groups of faculty members: research-active faculty and mainly-teaching faculty.
- The minutes of each department meeting should be sent to all faculty members and made available on the web.
- Focus more on teaching and make it the first priority.
- From assistant professor to associate professor, the promotion policies should reflect the reality and match policies widely used in other universities.
- Faculty needs good lounges and prayer rooms.
- The survey should be used to improve things not to help in collecting data, and the procedures should be clearer.
- We need more TAs and administrative staff to be able to focus more on research, exhibitions, etc. to enhance the department.
- Renewal of laboratories to serve students, review of research and development of study plans.

Suggestions to improve the department

- The support for conference attendance and other training attendance is limited or does not exist
- The department management is highly supportive.
- All labs are well equipped for both teaching and research.
- Give me responsibility and some independence in taking decisions in line with within QU regulation/procedures

- College of Sharia and Islamic Studies (CSIS)

• Overall Satisfaction Rate of CSIS by Section of the Survey

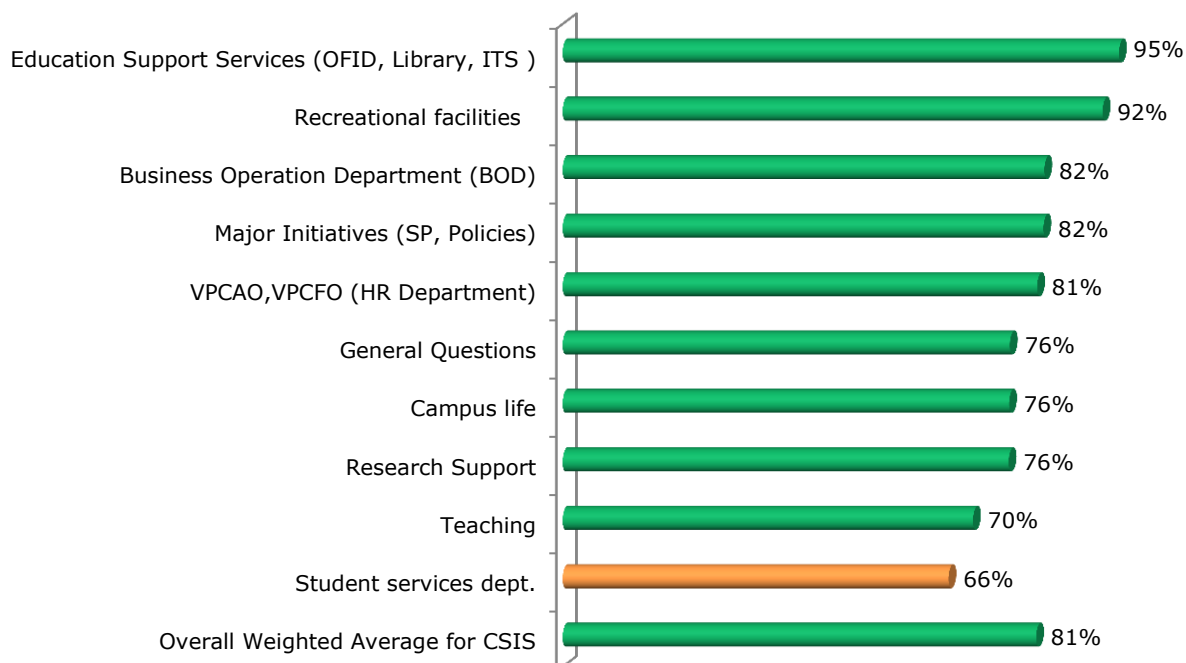


Figure (23): Overall Satisfaction Rate of CSIS by Section of the Survey

• CSIS Quantitative Results

Table (8): College of Sharia and Islamic Studies Quantitative Results

College of Sharia and Islamic Studies(CSIS)					
	Respondents		Satisfaction		Indicator
	N	N	N	%	
Section I: Major Initiatives (Strategic Plan, Policies)					
1.1 Positive change due to the QU Strategic Plan	17	16	94%	●	
1.2 Policies and procedures in the Faculty/Personnel handbook	18	15	83%	●	
1.3 Duration of my contract	17	14	82%	●	
1.4 Promotion policies and procedures	15	10	67%	●	
1.5 Received promotion	6	5	83%	●	
Weighted Average			82%	●	
Section II: Services Provided by VPCAO and VPCFO					
2.1 Services provided by HR department	19	17	89%	●	
2.2 Usefulness of HR website	19	16	84%	●	
2.3 Salary	19	17	89%	●	
2.4 Benefits of health insurance	19	16	84%	●	

College of Sharia and Islamic Studies(CSIS)					
	Respondents		Satisfaction		Indicator
	N	N	%		
2.5 Benefits for child education	16	11	69%	●	
2.6 Annual appraisal	14	10	71%	●	
2.7 Increment based on my annual appraisal	13	9	69%	●	
2.8 Orientation process	17	16	94%	●	
2.9 Clear assigned objectives for work	19	15	79%	●	
2.10 Availability of financial support for attending conferences, seminars, workshops and trainings	15	10	67%	●	
2.11f Faculty development opportunities	18	16	89%	●	
2.12f Faculty Performance Review Electronic System (FPRS)	17	15	88%	●	
2.13f Reflection of my research in my appraisal performance	14	11	79%	●	
2.14f Fairness of Faculty Performance Review System (FPRS)	14	10	71%	●	
Weighted Average		81%		●	
Section III: Business Operation Department (BOD)					
3.1 Campus safety	19	19	100%	●	
3.2 Campus security (lost & found, entry & exit, and availability of security staff)	19	16	84%	●	
3.3 Availability of on-campus parking	19	12	63%	●	
3.4 Location of campus parking	19	13	68%	●	
3.5 Maintenance of buildings	19	19	100%	●	
3.6 Maintenance of landscape	17	16	94%	●	
3.7 Maintenance of student labs	5	4	80%	●	
3.8 Maintenance of office space	17	15	88%	●	
3.9 Office space and work station	19	12	63%	●	
Weighted Average		82%		●	
Section IV: Education Support Services (OFID, Library, ITS)					
4.1 Professional development activities provided by OFID	18	18	100%	●	
4.2 OFID follow-up sessions on active learning, assessment strategies and Technology	18	17	94%	●	
4.3 Professional development opportunities offered by the College	18	14	78%	●	
4.4 Adequacy of student lab equipment and software	5	4	80%	●	
4.5 Technology is integrated in my teaching	16	15	94%	●	
4.6 Quality of services provided by ITS in genera	19	19	100%	●	
4.7 Availability of services by the ITS department	19	18	95%	●	
4.8 Adequacy of library services (such as library sessions, ask a librarian service and so on	16	16	100%	●	
4.9 Availability of ITS internet services	19	19	100%	●	
4.10 Quality of ITS internet services	19	19	100%	●	
4.11 Prompt response of ITS Helpdesk staff	19	18	95%	●	
4.12 Quick response of technical staff to fix the services needed	18	17	94%	●	
Weighted Average		95%		●	

Section V: Research Support	Respondent	Exceed & Met Expectation		Indicator
	N	N	%	
5.1 Rules and regulations governing research are clear and comprehensive	17	12	71%	●
5.2 Research rules/regulations are applied in a fair way with no discrimination	17	12	71%	●
5.3 Research administration staff have the sufficient experience to monitor/supervise research	16	11	69%	●
5.4 Adequacy of the internal financial support	14	9	64%	●
5.5 Colleges encouragement to faculty for conducting research	18	10	56%	●
5.6 Services provided by Procurement Department	13	10	77%	●
5.7 Services provided by Finance Department	14	11	79%	●
5.8 Services provided by HR Department	15	9	60%	●
5.9 Maintenance	13	12	92%	●
5.10 Organizing conferences	14	14	100%	●
5.11 Equipment	13	13	100%	●
5.12 Overall satisfaction on development in services offered by the research administration	17	15	88%	●
Weighted Average			76%	●
	Respondents	Satisfaction		Indicator
	N	N	%	
Section VI: Teaching				
6.1 The ratios allocated by my college to teaching, research and community services	17	11	65%	●
6.2 Students Learning Outcomes defined for the educational program that I am affiliated with	17	12	71%	●
6.3 Student Learning Outcomes of the Core Curriculum Program at the University Level	15	12	80%	●
6.4 Support from TA's	5	0	0%	●
6.5 Reflection of my instructional contribution in my appraisal performance	13	12	92%	●
Weighted Average			70%	●
Section VII: Campus Life				
7.1 Social activities QU organizes on campus	19	15	79%	●
7.2 Social relationship with other employees	19	14	74%	●
Weighted Average			76%	●
Section VIII: Student Services Dept.				
8.1 Availability of dining facilities	10	7	70%	●
8.2 Availability of varieties of food	10	7	70%	●
8.3 Quality of food services	10	6	60%	●
8.4 Cost (price) of food	10	5	50%	●
8.5 Recreational activities	7	6	86%	●
Weighted Average			66%	●

	Respondents		Yes		Indicator
	N		N	%	
Section IX: Recreational facilities					
9.1 Have you ever used the GYM facility?	19		2	11%	
	Respondents		Satisfaction		Indicator
	N		N	%	
9.2 Annual membership fees	1		1	100%	●
9.3 Assistance and guidance of sport facilities staff	2		2	100%	●
9.4 The conditions of sports facilities (cleanliness and readiness to be used)	2		2	100%	●
9.5 Helpfulness and friendliness of the sports facilities staff	2		1	50%	●
9.6 Safety of Gym facilities	2		2	100%	●
9.7 Availability of medical facilities for first aid	2		2	100%	●
9.8 Availability of equipment(s)	2		2	100%	●
Weighted Average			92%		●
Section X : General Questions					
10.1 Fair treatment	19		12	63%	●
10.2 Equal treatment	18		12	67%	●
10.3 Job security	19		14	74%	●
10.4 Secretarial support/assistance	18		13	72%	●
10.5 Mentoring of new employee	18		16	89%	●
10.6 Overall Work environment	19		14	74%	●
10.7 Overall job satisfaction	19		15	79%	●
10.8 Availability of the requirements needed to do the job	19		17	89%	●
10.9 Job motivation by direct manager	19		14	74%	●
10.10 QU's reputation within the community	18		14	78%	●
10.11 Ability to express my ideas freely about the university	19		16	84%	●
10.12 Housing allowance (only for employees without government housing)	3		2	67%	●
Weighted Average			76%		●
Overall Weighted Average for CSIS			81%		●

• CSIS Qualitative Results

Suggestions and recommendations to improve strategic plan and Policies

- The policies of promotion are very unrealistic.

Suggestions and recommendations to improve HR services

- Ask all students to participate in the assessment individually to show how some student are dissatisfied with teachers who assess them.

Suggestions and recommendations to improve BOD services

- Need more office spaces, and more adequate work spaces
- Open new road from sharia building to foundation building in female section.

Suggestions and recommendations to improve Education Support Services

- Downloading books or research from blackboard takes long time because it doesn't download the whole document at a time but download as part.

Suggestions and recommendations to improve teaching at QU

- Try appointing TA's for the faculty who is handling too many students to reduce the teaching load.
- Reduce the number of student in classes.

Suggestions and recommendations to improve Campus Life

- There is too much work in the department and no time to participate in any activity.

Suggestions and recommendations to improve student services

- I suggest configuring some occasion for the families of the faculty to meet and enjoy different social, cultural and sports activities.
- There should be arrangements of recreational, social, sports and religious (e.g, Omra) trips.

CSIS faculty feedback on what their management did to help them succeed in their position

- Qatar University should care about Qatari professors and should not marginalize them.
- Provide printer for each faculty in their office to facilitate the process of printing their documents or tasks such as test papers.
- Increase the rate of transparency in the evaluation of the employee by the head of departments
- Current standard job security is a big problem at Qatar University
- Reduce the teaching loads and number of students in class to help professors work on some quality research.

Suggestions to improve the department

- Almost nothing is done by direct officials (head of the department and Dean) to advice and guides most of coworkers.
- Provide good administrative and educational environment.
- There need to be regular meeting of faculty with the dean.

- College of Law (Claw)

• Overall Satisfaction Rate of College of Law by Section of the Survey

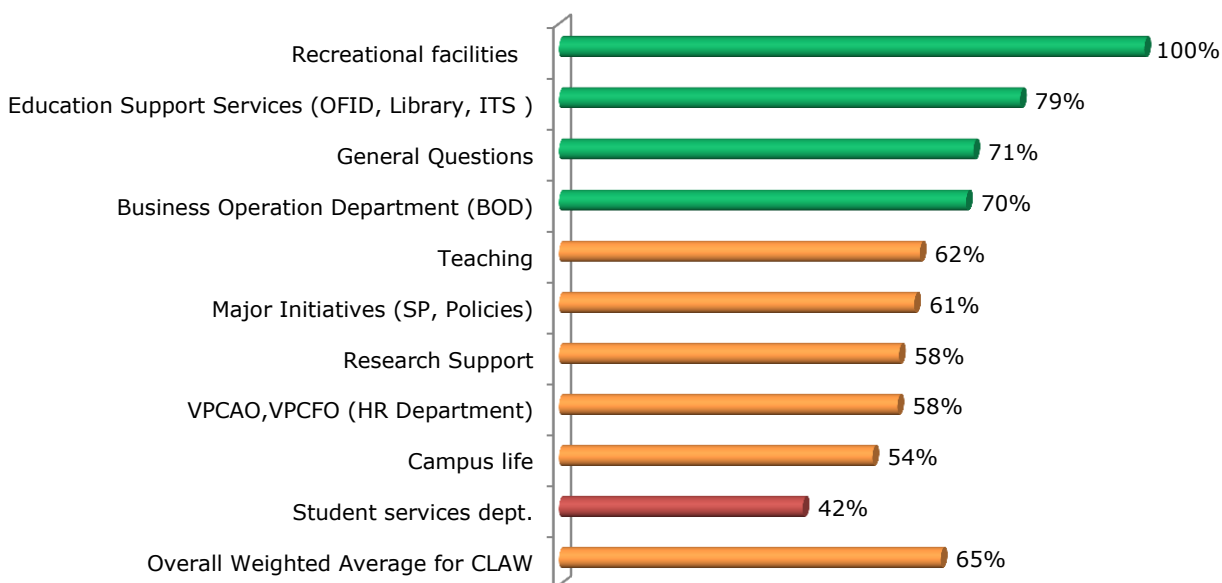


Figure (24): Overall Satisfaction Rate of College of Law by Section of the Survey

• College of Law Quantitative Results

Table (9): College of Law Quantitative Results

College of Law (Claw)					
	Respondents		Satisfaction		Indicator
	N	N	%		
Section I: Major Initiatives (Strategic Plan, Policies)					
1.1 Positive change due to the QU Strategic Plan	13	10	77%	●	
1.2 Policies and procedures in the Faculty/Personnel handbook	15	9	60%	●	
1.3 Duration of my contract	13	11	85%	●	
1.4 Promotion policies and procedures	12	2	17%	●	
1.5 Received promotion	3	2	67%	●	
Weighted Average			61%	●	
Section II: Services Provided by VPCAO and VPCFO					
2.1 Services provided by HR department	15	10	67%	●	
2.2 Usefulness of HR website	15	8	53%	●	
2.3 Salary	15	8	53%	●	
2.4 Benefits of health insurance	14	10	71%	●	

College of Law (Claw)					
	Respondents		Satisfaction		Indicator
	N	N	%		
2.5 Benefits for child education	9	5	56%	●	
2.6 Annual appraisal	13	7	54%	●	
2.7 Increment based on my annual appraisal	12	5	42%	●	
2.8 Orientation process	12	6	50%	●	
2.9 Clear assigned objectives for work	14	9	64%	●	
2.10 Availability of financial support for attending conferences, seminars, workshops and trainings	13	9	69%	●	
2.11f Faculty development opportunities	15	9	60%	●	
2.12f Faculty Performance Review Electronic System (FPRS)	13	6	46%	●	
2.13f Reflection of my research in my appraisal performance	11	7	64%	●	
2.14f Fairness of Faculty Performance Review System (FPRS)	14	8	57%	●	
Weighted Average		58%		●	
Section III: Business Operation Department (BOD)					
3.1 Campus safety	14	12	86%	●	
3.2 Campus security (lost & found, entry & exit, and availability of security staff)	14	11	79%	●	
3.3 Availability of on-campus parking	14	4	29%	●	
3.4 Location of campus parking	15	10	67%	●	
3.5 Maintenance of buildings	14	10	71%	●	
3.6 Maintenance of landscape	13	10	77%	●	
3.7 Maintenance of student labs	2	0	0%	●	
3.8 Maintenance of office space	14	12	86%	●	
3.9 Office space and work station	15	11	73%	●	
Weighted Average		70%		●	
Section IV: Education Support Services (OFID, Library, ITS)					
4.1 Professional development activities provided by OFID	14	10	71%	●	
4.2 OFID follow-up sessions on active learning, assessment strategies and technology	15	11	73%	●	
4.3 Professional development opportunities offered by the College	15	12	80%	●	
4.4 Adequacy of student lab equipment and software	6	2	33%	●	
4.5 Technology is integrated in my teaching	14	12	86%	●	
4.6 Quality of services provided by ITS in genera	14	12	86%	●	
4.7 Availability of services by the ITS department	14	12	86%	●	
4.8 Adequacy of library services (such as library sessions, ask a librarian service and so on	15	9	60%	●	
4.9 Availability of ITS internet services	15	13	87%	●	
4.10 Quality of ITS internet services/	15	13	87%	●	
4.11 Prompt response of ITS Helpdesk staff	14	12	86%	●	
4.12 Quick response of technical staff to fix the services needed	14	12	86%	●	
Weighted Average		79%		●	

Section V: Research Support	Respondent	Exceed & Met Expectation		Indicator
	N	N	%	
5.1 Rules and regulations governing research are clear and comprehensive	12	6	50%	●
5.2 Research rules/regulations are applied in a fair way with no discrimination	12	7	58%	●
5.3 Research administration staff have the sufficient experience to monitor/supervise research	11	4	36%	●
5.4 Adequacy of the internal financial support	10	4	40%	●
5.5 Colleges encouragement to faculty for conducting research	11	7	64%	●
5.6 Services provided by Procurement Department	6	3	50%	●
5.7 Services provided by Finance Department	9	6	67%	●
5.8 Services provided by HR Department	10	8	80%	●
5.9 Maintenance	8	7	88%	●
5.10 Organizing conferences	8	6	75%	●
5.11 Equipment	8	4	50%	●
5.12 Overall satisfaction on development in services offered by the research administration	12	6	50%	●
Weighted Average		58%		●
Section VI: Teaching				
6.1 The ratios allocated by my college to teaching, research and community services	15	9	60%	●
6.2 Students Learning Outcomes defined for the educational program that I am affiliated with	15	11	73%	●
6.3 Student Learning Outcomes of the Core Curriculum Program at the University Level	11	6	55%	●
6.4 Support from TA's	7	2	29%	●
6.5 Reflection of my instructional contribution in my appraisal performance	12	9	75%	●
Weighted Average		62%		●
Section VII: Campus Life				
7.1 Social activities QU organizes on campus	14	6	43%	●
7.2 Social relationship with other employees	14	9	64%	●
Weighted Average		54%		●
Section VIII: Student Services Dept.				
8.1 Availability of dining facilities	10	2	20%	●
8.2 Availability of varieties of food	10	2	20%	●
8.3 Quality of food services	10	5	50%	●
8.4 Cost (price) of food	10	9	90%	●
8.5 Recreational activities	8	2	25%	●
Weighted Average		42%		●
	Respondents	Yes		Indicator
	N	N	%	
Section IX: Recreational facilities				
9.1 Have you ever used the GYM facility?	15	2	13%	

	Respondents		Satisfaction		Indicator
	N	N	%		
9.2 Annual membership fees	2	2	100%	●	
9.3 Assistance and guidance of sport facilities staff	2	2	100%	●	
9.4 The conditions of sports facilities (cleanliness and readiness to be used)	2	2	100%	●	
9.5 Helpfulness and friendliness of the sports facilities staff	2	2	100%	●	
9.6 Safety of Gym facilities	2	2	100%	●	
9.7 Availability of medical facilities for first aid	2	2	100%	●	
9.8 Availability of equipment(s)	2	2	100%	●	
Weighted Average			100%	●	
Section X : General Questions					
10.1 Fair treatment	15	9	60%	●	
10.2 Equal treatment	15	9	60%	●	
10.3 Job security	15	9	60%	●	
10.4 Secretarial support/assistance	14	10	71%	●	
10.5 Mentoring of new employee	13	10	77%	●	
10.6 Overall Work environment	15	11	73%	●	
10.7 Overall job satisfaction	15	11	73%	●	
10.8 Availability of the requirements needed to do the job	15	12	80%	●	
10.9 Job motivation by direct manager	15	11	73%	●	
10.10QU's reputation within the community	15	12	80%	●	
10.11 Ability to express my ideas freely about the university	14	10	71%	●	
10.12 Housing allowance (only for employees without government housing)					
Weighted Average			71%	●	
Overall Weighted Average for CLAW			65%	●	

• College of Law Qualitative Results

Suggestions and recommendations to improve strategic plan and Policies

- Make students focus more on learning and not on getting a good grade.
- The contract policy is not good at all.

Suggestions and recommendations to improve HR services

- There is a lack of conference support and it does not cover costs or encourage faculty to attend conferences.
- There should be a financial reward for joining a committee
- HR processes and time-frames for action could be significantly improved.
- The University calendar should be changed so as to provide longer mid-term breaks (minimum 2 weeks) by perhaps reducing 2 weeks from the summer vacation
- Issues concerning payment/payroll (especially delayed payment for part-time Faculty and conference travel) are consistent

Suggestions and recommendations to improve BOD services

- There are large areas which can be expanded through parking
- The temperature control issues are pervasive

Suggestions and recommendations to improve Education Support Services

- Qatar University should adopt Apple technology (iMacs, iPads) for faculty and student.
- Book store should recognize e-book to help faculty order them and advance e-learning.
- There needs to be large exam halls with laptops where students can complete exams

Suggestions and recommendations to improve teaching at QU

- There are many TA's but they are not well involved in teaching. They should be more involved in assisting professors

Suggestions and recommendations to improve Campus Life

- QU should provide health club membership to increase health and fitness of QU faculty.
- QU faculty cannot use QU gym facilities since it is together with student's and not of good quality.

Suggestions and recommendations to improve student services

- There should be many more food outlets in the college of business and economics and the possibility to order food to offices
- Replace plastic soup bowls with porcelain or non-plastic.

Claw faculty feedback on what their management did to help them succeed in their position

- Extra administrative support for faculty to increase their quality output by reducing wasted time on management tasks.
- More transparency, professionalism and respect for faculty members.

Suggestions to improve their department

- The possibility of translating research that we write from Arabic into other languages
- Management, especially at the College level, has been very effective. Essentially, Human Resources (and housing, etc.) has been most problematic.

- College of Pharmacy (CPH)

• Overall Satisfaction Rate of CPH by Section of the Survey

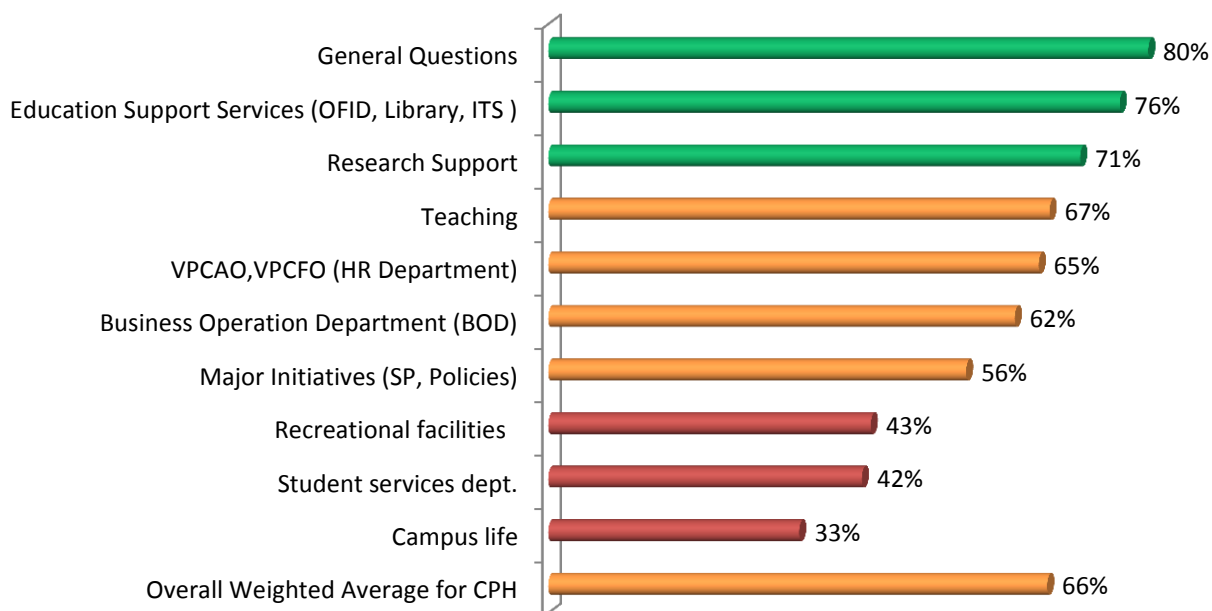


Figure (25): Overall Satisfaction Rate of CPH by Section of the Survey

• CPH Quantitative Results

Table (10): College of Pharmacy Quantitative Results

	College (CPH)			Indicator
	Respondents	Satisfaction		
	N	N	%	
Section I: Major Initiatives (Strategic Plan, Policies)				
1.1 Positive change due to the QU Strategic Plan	8	6	75%	●
1.2 Policies and procedures in the Faculty/Personnel handbook	9	6	67%	●
1.3 Duration of my contract	9	4	44%	●
1.4 Promotion policies and procedures	8	2	25%	●
1.5 Received promotion	2	2	100%	●
Weighted Average		56%		●
Section II: Services Provided by VPCAO and VPCFO				
2.1 Services provided by HR department	9	6	67%	●
2.2c Usefulness of HR website	9	7	78%	●
2.3 Salary	9	7	78%	●
2.4 Benefits of health insurance	9	8	89%	●

	College (CPH)			Indicator
	Respondents	Satisfaction		
	N	N	%	
2.5 Benefits for child education	7	3	43%	●
2.6 Annual appraisal	8	5	63%	●
2.7 Increment based on my annual appraisal	8	7	88%	●
2.8 Orientation process	7	4	57%	●
2.9 Clear assigned objectives for work	9	4	44%	●
2.10 Availability of financial support for attending conferences, seminars, workshops and trainings	9	7	78%	●
2.11f Faculty development opportunities	9	7	78%	●
2.12f Faculty Performance Review Electronic System (FPRS)	8	3	38%	●
2.13f Reflection of my research in my appraisal performance	6	3	50%	●
2.14f Fairness of Faculty Performance Review System (FPRS)	8	4	50%	●
Weighted Average		65%		●
Section III: Business Operation Department (BOD)				
3.1 Campus safety	9	8	89%	●
3.2 Campus security (lost & found, entry & exit, and availability of security staff)	9	7	78%	●
3.3 Availability of on-campus parking	9	2	22%	●
3.4 Location of campus parking	9	3	33%	●
3.5 Maintenance of buildings	9	6	67%	●
3.6 Maintenance of landscape	9	8	89%	●
3.7 Maintenance of student labs	7	6	86%	●
3.8 Maintenance of office space	9	6	67%	●
3.9 Office space and work station	9	3	33%	●
Weighted Average		62%		●
Section IV: Education Support Services (OFID, Library, ITS)				
4.1 Professional development activities provided by OFID	9	7	78%	●
4.2 OFID follow-up sessions on active learning, assessment strategies and Technology	8	7	88%	●
4.3 Professional development opportunities offered by the College	9	7	78%	●
4.4 Adequacy of student lab equipment and software	7	6	86%	●
4.5 Technology is integrated in my teaching	8	8	100%	●
4.6 Quality of services provided by ITS in genera	9	6	67%	●
4.7 Availability of services by the ITS department	9	4	44%	●
4.8 Adequacy of library services (such as library sessions, ask a librarian service and so on	8	6	75%	●
4.9 Availability of ITS internet services	8	7	88%	●
4.10 Quality of ITS internet services	8	8	100%	●
4.11 Prompt response of ITS Helpdesk staff	8	5	63%	●
4.12 Quick response of technical staff to fix the services needed	9	5	56%	●
Weighted Average		76%		●

Section V: Research Support	Respondent	Exceed & Met Expectation		Indicator
	N	N	%	
5.1 Rules and regulations governing research are clear and comprehensive	7	5	71%	●
5.2 Research rules/regulations are applied in a fair way with no discrimination	7	7	100%	●
5.3 Research administration staff have the sufficient experience to monitor/supervise research	7	5	71%	●
5.4 Adequacy of the internal financial support	8	6	75%	●
5.5 Colleges encouragement to faculty for conducting research	8	6	75%	●
5.6 Services provided by Procurement Department	7	4	57%	●
5.7 Services provided by Finance Department	7	2	29%	●
5.8 Services provided by HR Department	7	6	86%	●
5.9 Maintenance	7	5	71%	●
5.10 Organizing conferences	5	3	60%	●
5.11 Equipment	5	4	80%	●
5.12 Overall satisfaction on development in services offered by the research administration	7	5	71%	●
Weighted Average	82	58	71%	●
	Respondents	Satisfaction		Indicator
	N	N	%	
Section VI: Teaching				
6.1 The ratios allocated by my college to teaching, research and community services	8	2	25%	●
6.2 Students Learning Outcomes defined for the educational program that I am affiliated with	8	7	88%	●
6.3 Student Learning Outcomes of the Core Curriculum Program at the University Level	8	7	88%	●
6.4 Support from TA's	8	5	63%	●
6.5 Reflection of my instructional contribution in my appraisal performance	7	5	71%	●
Weighted Average		67%		●
Section VII: Campus Life				
7.1 Social activities QU organizes on campus	9	3	33%	●
7.2 Social relationship with other employees	9	3	33%	●
Weighted Average		33%		●
Section VIII: Student Services Dept.				
8.1 Availability of dining facilities	8	4	50%	●
8.2 Availability of varieties of food	8	3	38%	●
8.3 Quality of food services	7	3	43%	●
8.4 Cost (price) of food	7	4	57%	●
8.5 Recreational activities	6	1	17%	●
Weighted Average		42%		●

	Respondents		Yes		Indicator
	N	N	N	%	
Section IX: Recreational facilities					
9.1 Have you ever used the GYM facility?	9	2	22%		
	Respondents		Satisfaction		Indicator
	N	N	N	%	
9.2 Annual membership fees	2	1	50%		●
9.3 Assistance and guidance of sport facilities staff	2	0	0%		●
9.4 The conditions of sports facilities (cleanliness and readiness to be used)	2	0	0%		●
9.5 Helpfulness and friendliness of the sports facilities staff	2	2	100%		●
9.6 Safety of Gym facilities	2	1	50%		●
9.7 Availability of medical facilities for first aid	2	1	50%		●
9.8 Availability of equipment(s)	2	1	50%		●
Weighted Average		43%			●
Section X : General Questions					
10.1 Fair treatment	9	7	78%		●
10.2 Equal treatment	8	7	88%		●
10.3 Job security	9	7	78%		●
10.4 Secretarial support/assistance	9	7	78%		●
10.5 Mentoring of new employee	9	8	89%		●
10.6 Overall Work environment	9	6	67%		●
10.7 Overall job satisfaction	9	7	78%		●
10.8 Availability of the requirements needed to do the job	9	8	89%		●
10.9 Job motivation by direct manager	9	6	67%		●
10.10 QU's reputation within the community	9	7	78%		●
10.11 Ability to express my ideas freely about the university	9	8	89%		●
10.12 Housing allowance (only for employees without government housing)	1	1	100%		●
Weighted Average		80%			●
Overall Weighted Average for CPH		66%			●

• CPH Qualitative Results

Suggestions and recommendations to improve strategic plan and Policies

- To get SACS accreditation, QU must pay equal salary for all faculty. It is against US Federal law to have different salary for different races. Avoid discriminatory policies based on race which would be illegal in most jurisdictions.
- For exceptional faculty there should be high annual increment.
- Housing policy is a disaster; provide faculty housing allowance and end the housing compound slums.
- Short faculty contracts cause severe job uncertainty which is not helpful for the university.

Suggestions and recommendations to improve HR services

- The benefits of children education should be reviewed to reflect the increases in school fees.
- Benefits of health insurance should be increased.

Suggestions or recommendations to improve BOD services

- Large screen desktops are required because it is unsafe for a human to work exclusively on a laptop as it damages the neck and back.
- More security staff should be on hand especially at night to help in direction because there are many night classes.
- The online map is not helpful and it should be improved.
- AC sometimes it is too hot and sometimes it is too cold and cannot be controlled.

Suggestions and recommendations to improve Education Support Services

- Closer monitoring of echo and lecture capture equipment and licensing to avoid any interruption of service

Suggestions and recommendations to improve teaching at QU

- Teaching load is too much that leaves very little time for research or to supervise students.
- Faculty members should be expected to dedicate at least an equal workload to research as in teaching by the use of adjunct faculty, TA, and lecturers to do most of the teaching

Suggestions and recommendations to improve Campus Life

- Campus day this year was not very well organized. There is hardly any Social relationship with other employees.
- Too much work, teaching, meetings leave very little to socialize.

Suggestions and recommendations to improve student services

- Some dining facilities should be devoted for faculty members, especially for male faculty members who are working in female sections
- Open canteen in different colleges just for faculty and staff.

CPH faculty feedback on what their management did to help them succeed in their position

- More social activities, more professional development and appreciation for hard workers
- The entire faculty should be treated equally.

Suggestions to improve the department

- The department needs to encourage, support and respect the faculty members.

- Foundation Program (FP)

• Overall Satisfaction Rate of Foundation Program by Section of the Survey

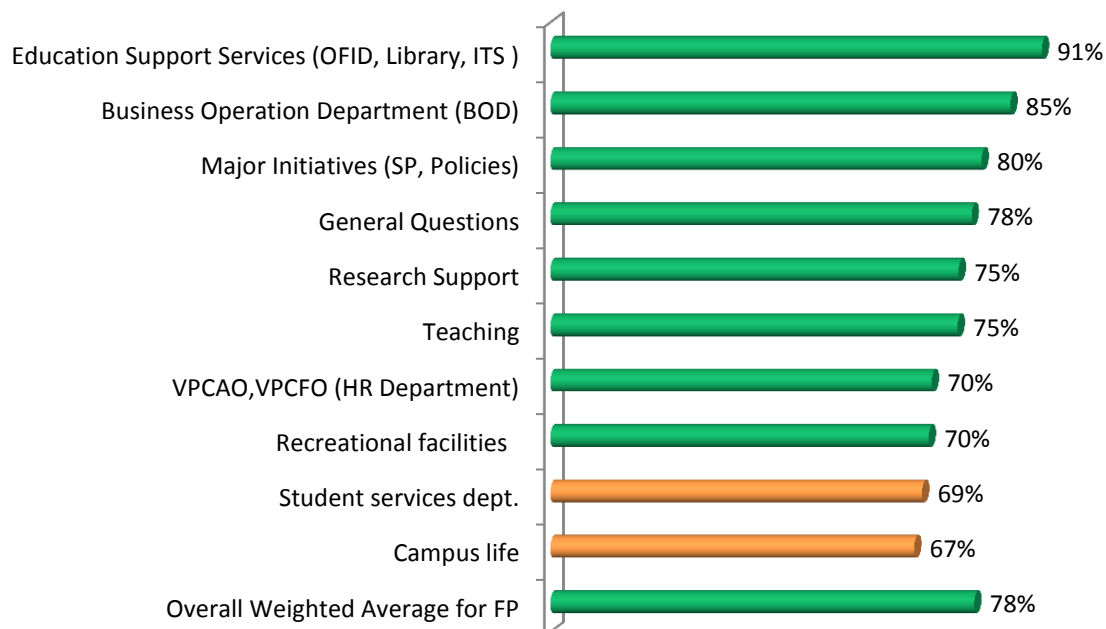


Figure (26): Overall Satisfaction Rate of FP by Section of the Survey

• Foundation Program Quantitative Results

Table (11): Foundation Program Quantitative Results

	Foundation Program (FP)			Indicator
	Respondents	Satisfaction		
	N	N	%	
Section I: Major Initiatives (Strategic Plan, Policies)				
1.1 Positive change due to the QU Strategic Plan	81	64	79%	●
1.2 Policies and procedures in the Faculty/Personnel handbook	92	86	93%	●
1.3 Duration of my contract	93	84	90%	●
1.4 Promotion policies and procedures	75	45	60%	●
1.5 Received promotion	48	31	65%	●
Weighted Average		80%		●
Section II: Services Provided by VPCAO and VPCFO				
2.1 Services provided by HR department	93	79	85%	●
2.2 Usefulness of HR website	89	74	83%	●
2.3 Salary	94	60	64%	●
2.4 Benefits of health insurance	91	76	84%	●
2.5 Benefits for child education	55	36	65%	●
2.6 Annual appraisal	88	54	61%	●

Foundation Program (FP)					
	Respondents		Satisfaction		Indicator
	N	N	%		
2.7 Increment based on my annual appraisal	83	55	66%	●	
2.8 Orientation process	73	57	78%	●	
2.9 Clear assigned objectives for work	92	71	77%	●	
2.10 Availability of financial support for attending conferences, seminars, workshops and trainings	84	43	51%	●	
2.11f Faculty development opportunities	92	79	86%	●	
2.12f Faculty Performance Review Electronic System (FPRS)	88	55	63%	●	
2.13f Reflection of my research in my appraisal performance	53	33	62%	●	
2.14f Fairness of Faculty Performance Review System (FPRS)	84	45	54%	●	
Weighted Average	70%			●	
Section III: Business Operation Department (BOD)					
3.1 Campus safety	91	78	86%	●	
3.2 Campus security (lost & found, entry & exit, and availability of security staff)	92	83	90%	●	
3.3 Availability of on-campus parking	92	62	67%	●	
3.4 Location of campus parking	93	75	81%	●	
3.5 Maintenance of buildings	94	83	88%	●	
3.6 Maintenance of landscape	92	84	91%	●	
3.7 Maintenance of student labs	73	68	93%	●	
3.8 Maintenance of office space	93	83	89%	●	
3.9 Office space and work station	94	76	81%	●	
Weighted Average	85%			●	
Section IV: Education Support Services (OFID, Library, ITS)					
4.1 Professional development activities provided by OFID	92	78	85%	●	
4.2 OFID follow-up sessions on active learning, assessment strategies and technology	84	70	83%	●	
4.3 Professional development opportunities offered by the College	91	79	87%	●	
4.4 Adequacy of student lab equipment and software	80	73	91%	●	
4.5 Technology is integrated in my teaching	92	85	92%	●	
4.6 Quality of services provided by ITS in genera	92	86	93%	●	
4.7 Availability of services by the ITS department	90	86	96%	●	
4.8 Adequacy of library services (such as library sessions, ask a librarian service and so on	85	80	94%	●	
4.9 Availability of ITS internet services	91	85	93%	●	
4.10 Quality of ITS internet services/	89	84	94%	●	
4.11 Prompt response of ITS Helpdesk staff	92	86	93%	●	
4.12 Quick response of technical staff to fix the services needed	92	80	87%	●	
Weighted Average	91%			●	

Section V: Research Support	Respondent	Exceed & Met Expectation		Indicator
	N	N	%	
5.1 Rules and regulations governing research are clear and comprehensive	45	32	71%	●
5.2 Research rules/regulations are applied in a fair way with no discrimination	45	31	69%	●
5.3 Research administration staff have the sufficient experience to monitor/supervise research	42	31	74%	●
5.4 Adequacy of the internal financial support	44	26	59%	●
5.5 Colleges encouragement to faculty for conducting research	46	30	65%	●
5.6 Services provided by Procurement Department	36	29	81%	●
5.7 Services provided by Finance Department	42	38	90%	●
5.8 Services provided by HR Department	48	42	88%	●
5.9 Maintenance	52	40	77%	●
5.10 Organizing conferences	47	39	83%	●
5.11 Equipment	47	35	74%	●
5.12 Overall satisfaction on development in services offered by the research administration	44	33	75%	●
Weighted Average		75%		●
	Respondents	Satisfaction		Indicator
	N	N	%	
Section VI: Teaching				
6.1 The ratios allocated by my college to teaching, research and community services	86	62	72%	●
6.2 Students Learning Outcomes defined for the educational program that I am affiliated with	91	69	76%	●
6.3 Student Learning Outcomes of the Core Curriculum Program at the University Level	82	65	79%	●
6.4 Support from TA's	34	27	79%	●
6.5 Reflection of my instructional contribution in my appraisal performance	83	60	72%	●
Weighted Average		75%		●
Section VII: Campus Life				
7.1 Social activities QU organizes on campus	83	53	64%	●
7.2 Social relationship with other employees	88	62	70%	●
Weighted Average		67%		●
Section VIII: Student Services Dept.				
8.1 Availability of dining facilities	84	66	79%	●
8.2 Availability of varieties of food	85	57	67%	●
8.3 Quality of food services	86	62	72%	●
8.4 Cost (price) of food	86	56	65%	●
8.5 Recreational activities	68	40	59%	●
Weighted Average		69%		●

	Respondents		Yes	Indicator
	N	N	%	
Section IX: Recreational facilities				
9.1 Have you ever used the GYM facility?	94	23	24%	●
	Respondents		Satisfaction	Indicator
	N	N	%	
9.2 Annual membership fees	21	15	71%	●
9.3 Assistance and guidance of sport facilities staff	20	12	60%	●
9.4 The conditions of sports facilities (cleanliness and readiness to be used)	22	12	55%	●
9.5 Helpfulness and friendliness of the sports facilities staff	21	16	76%	●
9.6 Safety of Gym facilities	22	18	82%	●
9.7 Availability of medical facilities for first aid	15	12	80%	●
9.8 Availability of equipment(s)	22	15	68%	●
Weighted Average	70%			●
Section X : General Questions				
10.1 Fair treatment	93	66	71%	●
10.2 Equal treatment	90	66	73%	●
10.3 Job security	90	59	66%	●
10.4 Secretarial support/assistance	80	64	80%	●
10.5 Mentoring of new employee	86	72	84%	●
10.6 Overall Work environment	93	83	89%	●
10.7 Overall job satisfaction	91	76	84%	●
10.8 Availability of the requirements needed to do the job	92	76	83%	●
10.9 Job motivation by direct manager	88	64	73%	●
10.10 QU's reputation within the community	89	71	80%	●
10.11 Ability to express my ideas freely about the university	89	69	78%	●
10.12 Housing allowance (only for employees without government housing)	4	1	25%	●
Weighted Average	78%			●
Overall Weighted Average for FP	78%			●

• Foundation Program Qualitative Results

Suggestions and recommendations to improve strategic plan and Policies

- The three years contracts is not long enough time for faculty joining at the entry level (Assistant professor).
- More fairness and transparency is needed to be incorporated in the promotion policies of the English foundation program.
- FP needs someone to check the new FPRDS requirements and to have some components in more simplified way.
- As faculty members, we are constantly reminded that our major focus should be on teaching but when it comes to promotion, research accomplishment is taken more into consideration.
- The new faculty is earning higher base salary than me and it is not fair at all.
- Management handbook should be updated.

Suggestions and recommendations to improve HR services

- New faculty needs help to find good schools for their children when they first arrive in Doha.
- The HR should make sure that they keep pace with the reality of children school fees in Qatar.
- Most of the time there is no one to pick up the phone.
- I have been very pleased with the new HR Help Desk system. Getting routine things like salary letters has been greatly streamlined and is much more efficient.
- The QU salary has fallen well behind similar institutions in Qatar and the region.
- The experienced lecturers deserve higher payment than the new comers.
- The new system of QIC is not good (Medical Insurance). It takes month or weeks to get medication.
- Professional development assessment needs to include all presentations, workshops, lectures, conferences seminars and symposiums.
- The orientation process seems not organized and incomplete for employees who join QU in other months than September.
- There should be a temporary bonus system for the teachers who are teaching unprecedented numbers of students in classes.
- There is no justice in financial support to attend any international conference among faculty of other colleges. Faculty from foundation program receives much less facilities than faculty from any other college even when they are going for the same conference.

Suggestions and recommendations to improve BOD services

- Shaded parking's are reserved for section heads and directors, while program coordinators and other faculty members park in none shaded areas.
- Security guards are required to wear name tags at all times.
- There should be more security in the male section.
- The OFID building need to be moved to the new library to have nice location and parking nearby.
- The university should implement new rules for driving inside the university, with speed limits, compulsory giving way to pedestrians at crossings etc.

Suggestions or recommendations to improve Education Support Services

- Sometimes it takes a long time for the ITS people to come and fix problems in classrooms
- QU can do more with offering APPLE Computers in their labs and giving Apple products to faculty.
- Students' need computer labs in each building to do their works and print materials.
- OFID constantly schedules PD sessions that conflict with teaching times.

Suggestions and recommendations to improve teaching at QU

- More attention should be given to the sizes of the classes and please assign some TAs for foundation Program
- Teachers need to be more involved in the decision-making process. Main focus on teaching and not so much emphasis on committee work which takes from preparation time.
- We are hired as educators, not researchers, yet our teaching ability is never assessed.
- There should be transparency/fairness on the workload teachers get
- The appraisal system and management structure should really be reviewed

Suggestions and recommendations to improve Campus Life

- There is no restaurant in Foundation Building.
- Make proper faculty club for food and socializing on campus.
- There is need for a swimming pool in the women's campus.
- The different areas of the QU seem to be isolated from one another and there are few opportunities to get to know faculty in other departments/areas

Suggestions and recommendations to improve student services

- There are no sport facilities to exercise especially for women. Try to use techno gym equipment.
- It would be helpful to indicate whether dishes are vegetarian or not (especially in the soups) and should have a list of ingredients.
- The Food Court should remain open in non-teaching days as well because faculty needs to eat.
- Every building should have a snack bar where teachers may buy a cup of coffee and a sandwich or a salad

Suggestions and recommendations to improve Recreational facilities

- Male gym needs more space, newer cycling machines, clean shower area, proper area for changing clothes.
- The card machine should be fixed in the men's gym. I paid 400 QR for membership 4 months ago, and I have still not received a membership card despite continuous inquiries with gym staff

Faculty of foundation program feedback on what their management did to help them succeed in their position

- Lower the load of administrative work at the expense of real teaching
- I would recommend that the Foundation Program hire qualified faculty and offer management/ facilitator positions to faculty based on merit.
- Less paper work and focus on assessing both teachers and students.
- Class sizes need to be smaller and workload need to be reduced.
- The office space is very bad and because of the thin walls, noise from other offices is heard and it distracts the attention.
- Workload is not distributed fairly among the faculty.

Suggestions to improve their department

- Give the faculty more positive support.
- A lot more could be done in terms of leadership in building community and making new hires feel welcome.
- Our management is helpful, fair and supportive to a large extent
- The head of department always attempt to help the faculty

Appendix (A): Results by Gender

	Gender						
	Male			Female			
	Respondents	Satisfaction		Respondents	Satisfaction		
	N	N	%	N	N	%	
Section I: Major Initiatives (Strategic Plan, Policies)							
1.1 Positive change due to the QU Strategic Plan	231	193	84%	102	82	80%	
1.2 Policies and procedures in the Faculty/Personnel handbook	251	216	86%	112	93	83%	
1.3 Duration of my contract	252	183	73%	100	84	84%	
1.4 Promotion policies and procedures	220	121	55%	97	54	56%	
1.5 Received promotion	83	55	66%	52	37	71%	
Weighted Average		74%			76%		
Section II: Services Provided by VPCAO and VPCFO							
2.1 Services provided by HR department	255	223	87%	114	86	75%	
2.2 Usefulness of HR website	245	201	82%	110	76	69%	
2.3 Salary	257	183	71%	116	72	62%	
2.4 Benefits of health insurance	254	202	80%	110	79	72%	
2.5 Benefits for child education	192	131	68%	72	51	71%	
2.6 Annual appraisal	230	159	69%	105	65	62%	
2.7 Increment based on my annual appraisal	215	149	69%	98	62	63%	
2.8 Orientation process	211	152	72%	95	65	68%	
2.9 Clear assigned objectives for work	252	188	75%	112	72	64%	
2.10 Availability of financial support for attending conferences, seminars, workshops and trainings	236	172	73%	101	59	58%	
2.11f Faculty development opportunities	244	201	82%	111	82	74%	
2.12f Faculty Performance Review Electronic System (FPRS)	236	162	69%	97	63	65%	
2.13f Reflection of my research in my appraisal performance	195	138	71%	68	42	62%	
2.14f Fairness of Faculty Performance Review System (FPRS)	224	148	66%	94	52	55%	
Weighted Average		74%			66%		
Section III: Business Operation Department (BOD)							
3.1 Campus safety	253	225	89%	114	91	80%	
3.2 Campus security (lost & found, entry & exit, and availability of security staff)	247	218	88%	113	93	82%	
3.3 Availability of on-campus parking	256	168	66%	107	54	50%	
3.4 Location of campus parking	256	193	75%	110	69	63%	
3.5 Maintenance of buildings	254	200	79%	113	79	70%	
3.6 Maintenance of landscape	244	217	89%	110	92	84%	
3.7 Maintenance of student labs	179	148	83%	79	60	76%	
3.8 Maintenance of office space	249	187	75%	111	82	74%	
3.9 Office space and work station	257	164	64%	116	87	75%	
Weighted Average		78%			73%		

	Gender					
	Male			Female		
	Respondents	Satisfaction		Respondents	Satisfaction	
	N	N	%	N	N	%
Section IV: Education Support Services (OFID, Library, ITS)						
4.1 Professional development activities provided by OFID	247	212	86%	109	94	86%
4.2 OFID follow-up sessions on active learning, assessment strategies and Technology	239	198	83%	103	88	85%
4.3 Professional development opportunities offered by the College	246	191	78%	109	82	75%
4.4 Adequacy of student lab equipment and software	189	152	80%	84	67	80%
4.5 Technology is integrated in my teaching	242	226	93%	108	96	89%
4.6 Quality of services provided by ITS in general	250	216	86%	114	99	87%
4.7 Availability of services by the ITS department	250	212	85%	112	92	82%
4.8 Adequacy of library services (such as library sessions, ask a librarian service and so on	235	209	89%	109	99	91%
4.9 Availability of ITS internet services	251	237	94%	113	102	90%
4.10 Quality of ITS internet services/	250	233	93%	111	96	86%
4.11 Prompt response of ITS Helpdesk staff	248	207	83%	113	93	82%
4.12 Quick response of technical staff to fix the services needed	243	192	79%	114	86	75%
Weighted Average			86%			84%

	Male			Female		
	Respondent	Exceed & Met Expectation		Respondent	Exceed & Met Expectation	
	N	N	%	N	N	%
Section V: Research Support						
5.1 Rules and regulations governing research are clear and comprehensive	167	127	76%	60	38	63%
5.2 Research rules/regulations are applied in a fair way with no discrimination	207	143	69%	69	45	65%
5.3 Research administration staff have the sufficient experience to monitor/supervise research	197	130	66%	65	40	62%
5.4 Adequacy of the internal financial support	188	149	79%	62	40	65%
5.5 Colleges encouragement to faculty for conducting research	175	127	73%	60	37	62%
5.6 Services provided by Procurement Department	159	128	81%	58	38	66%
5.7 Services provided by Finance Department	152	103	68%	54	30	56%
5.8 Services provided by HR Department	199	143	72%	65	43	66%
5.9 Maintenance	184	114	62%	68	36	53%
5.10 Organizing conferences	201	129	64%	71	40	56%
5.11 Equipment	190	134	71%	67	41	61%
5.12 Overall satisfaction on development in services offered by the research administration	172	135	78%	59	39	66%
Weighted Average			71%			62%

Section VI: Teaching	Male			Female		
	Respondents	Satisfaction		Respondents	Satisfaction	
	N	N	%	N	N	%
6.1 The ratios allocated by my college to teaching, research and community services	246	164	67%	96	58	60%
6.2 Students Learning Outcomes defined for the educational program that I am affiliated with	247	208	84%	99	79	80%
6.3 Student Learning Outcomes of the Core Curriculum Program at the University Level	219	180	82%	94	75	80%
6.4 Support from TA's	174	107	61%	60	33	55%
6.5 Reflection of my instructional contribution in my appraisal performance	228	176	77%	90	62	69%
Weighted Average		75%		70%		
Section VII: Campus Life						
7.1 Social activities QU organizes on campus	238	156	66%	106	71	67%
7.2 Social relationship with other employees	244	159	65%	111	71	64%
Weighted Average		65%		65%		

-Section VIII: Student Services Dept.	Male			Female		
	Respondents	Satisfaction		Respondents	Satisfaction	
	N	N	%	N	N	%
8.1 Availability of dining facilities	221	150	68%	106	67	63%
8.2 Availability of varieties of food	220	133	60%	105	69	66%
8.3 Quality of food services	220	129	59%	104	69	66%
8.4 Cost (price) of food	222	145	65%	105	67	64%
8.5 Recreational activities	189	101	53%	87	46	53%
Weighted Average		61%		63%		

Section IX: Recreational facilities	Male			Female		
	Respondents	Yes		Respondents	Yes	
	N	N	%	N	N	%
9.1 Have you ever used the GYM facility?	257	56	22%	116	7	6%
Section IX: Recreational facilities						
	Respondents	Satisfaction		Respondents	Satisfaction	
	N	N	%	N	N	%
	9.2 Annual membership fees	49	34	69%	6	4
9.3 Assistance and guidance of sport facilities staff	48	31	65%	7	4	57%
9.4 The conditions of sports facilities (cleanliness and readiness to be used)	51	32	63%	7	3	43%
9.5 Helpfulness and friendliness of the sports facilities staff	50	43	86%	7	3	43%
9.6 Safety of Gym facilities	52	41	79%	7	3	43%
9.7 Availability of medical facilities for first aid	42	30	71%	7	4	57%
9.8 Availability of equipment(s)	51	32	63%	7	4	57%
Weighted Average		71%		52%		

Section X : General Questions						
10.1 Fair treatment	255	169	66%	116	78	67%
10.2 Equal treatment	249	163	65%	114	77	68%
10.3 Job security	251	167	67%	115	80	70%
10.4 Secretarial support/assistance	240	176	73%	103	82	80%
10.5 Mentoring of new employee	237	175	74%	112	95	85%
10.6 Overall Work environment	255	202	79%	115	101	88%
10.7 Overall job satisfaction	254	197	78%	115	101	88%
10.8 Availability of the requirements needed to do the job	255	206	81%	116	98	84%
10.9 Job motivation by direct manager	250	172	69%	112	80	71%
10.10 QU's reputation within the community	248	193	78%	115	86	75%
10.11 Ability to express my ideas freely about the university	246	182	74%	113	85	75%
10.12 Housing allowance (only for employees without government housing)	19	9	47%	44	24	55%
Weighted Average			73%			77%
Overall Weighted Average			75%			72%

Appendix (B): Results by Nationality

	Qatari			Non-Qatari		
	Respondents		Satisfaction	Respondents		Satisfaction
	N	N	%	N	N	%
Section I: Major Initiatives (Strategic Plan, Policies)						
1.1 Positive change due to the QU Strategic Plan	60	45	75%	273	230	84%
1.2 Policies and procedures in the Faculty/Personnel handbook	59	43	73%	304	266	88%
1.3 Duration of my contract	42	34	81%	310	233	75%
1.4 Promotion policies and procedures	57	22	39%	260	153	59%
1.5 Received promotion	36	28	78%	99	64	65%
Weighted Average	68%			76%		
Section II: Services Provided by VPCAO and VPCFO						
2.1 Services provided by HR department	59	43	73%	310	266	86%
2.2 Usefulness of HR website	57	37	65%	298	240	81%
2.3 Salary	60	34	57%	313	221	71%
2.4 Benefits of health insurance	57	36	63%	307	245	80%
2.5 Benefits for child education	47	32	68%	217	150	69%
2.6 Annual appraisal	59	34	58%	276	190	69%
2.7 Increment based on my annual appraisal	58	32	55%	255	179	70%
2.8 Orientation process	54	27	50%	252	190	75%
2.9 Clear assigned objectives for work	57	28	49%	307	232	76%
2.10 Availability of financial support for attending conferences, seminars, workshops and trainings	54	27	50%	283	204	72%
2.11f Faculty development opportunities	58	41	71%	297	242	81%
2.12f Faculty Performance Review Electronic System (FPRS)	52	37	71%	281	188	67%
2.13f Reflection of my research in my appraisal performance	45	27	60%	218	153	70%
2.14f Fairness of Faculty Performance Review System (FPRS)	54	28	52%	264	172	65%
Weighted Average	60%			74%		
Section III: Business Operation Department (BOD)						
3.1 Campus safety	60	43	72%	307	273	89%
3.2 Campus security (lost & found, entry & exit, and availability of security staff)	59	38	64%	301	273	91%
3.3 Availability of on-campus parking	59	17	29%	304	205	67%
3.4 Location of campus parking	58	25	43%	308	237	77%
3.5 Maintenance of buildings	57	32	56%	310	247	80%
3.6 Maintenance of landscape	53	35	66%	301	274	91%
3.7 Maintenance of student labs	41	21	51%	217	187	86%
3.8 Maintenance of office space	55	28	51%	305	241	79%
3.9 Office space and work station	60	39	65%	313	212	68%
Weighted Average	55%			81%		

	Qatari			Non-Qatari		
	Respondents		Satisfaction	Respondents		Satisfaction
	N	N	%	N	N	%
Section IV: Education Support Services (OFID, Library, ITS)						
4.1 Professional development activities provided by OFID	56	47	84%	300	259	86%
4.2 OFID follow-up sessions on active learning, assessment strategies and Technology	55	45	82%	287	241	84%
4.3 Professional development opportunities offered by the College	57	40	70%	298	233	78%
4.4 Adequacy of student lab equipment and software	47	31	66%	226	188	83%
4.5 Technology is integrated in my teaching	56	47	84%	294	275	94%
4.6 Quality of services provided by ITS in general	56	46	82%	308	269	87%
4.7 Availability of services by the ITS department	57	40	70%	305	264	87%
4.8 Adequacy of library services (such as library sessions, ask a librarian service and so on)	53	45	85%	291	263	90%
4.9 Availability of ITS internet services	58	49	84%	306	290	95%
4.10 Quality of ITS internet services/	57	45	79%	304	284	93%
4.11 Prompt response of ITS Helpdesk staff	57	42	74%	304	258	85%
4.12 Quick response of technical staff to fix the services needed	58	38	66%	299	240	80%
Weighted Average	77%			87%		
	Respondent	Exceed & Met Expectation		Respondent	Exceed & Met Expectation	
Section V: Research Support	N	N	%	N	N	%
5.1 Rules and regulations governing research are clear and comprehensive	42	20	48%	185	145	78%
5.2 Research rules/regulations are applied in a fair way with no discrimination	47	24	51%	229	164	72%
5.3 Research administration staff have the sufficient experience to monitor/supervise research	47	27	57%	215	143	67%
5.4 Adequacy of the internal financial support	49	26	53%	201	163	81%
5.5 Colleges encouragement to faculty for conducting research	46	28	61%	189	136	72%
5.6 Services provided by Procurement Department	40	24	60%	177	142	80%
5.7 Services provided by Finance Department	41	24	59%	165	109	66%
5.8 Services provided by HR Department	48	32	67%	216	154	71%
5.9 Maintenance	48	27	56%	204	123	60%
5.10 Organizing conferences	50	23	46%	222	146	66%
5.11 Equipment	46	23	50%	211	152	72%
5.12 Overall satisfaction on development in services offered by the research administration	43	24	56%	188	150	80%
Weighted Average	55%			72%		

	Qatari			Non-Qatari		
	Respondents		Satisfaction	Respondents		Satisfaction
	N	N	%	N	N	%
Section VI: Teaching						
6.1 The ratios allocated by my college to teaching, research and community services	52	24	46%	290	198	68%
6.2 Students Learning Outcomes defined for the educational program that I am affiliated with	52	37	71%	294	250	85%
6.3 Student Learning Outcomes of the Core Curriculum Program at the University Level	52	32	62%	261	223	85%
6.4 Support from TA's	45	17	38%	189	123	65%
6.5 Reflection of my instructional contribution in my appraisal performance	50	30	60%	268	208	78%
Weighted Average	56%			77%		
Section VII: Campus Life						
7.1 Social activities QU organizes on campus	57	36	63%	287	191	67%
7.2 _Social relationship with other employees	57	30	53%	298	200	67%
Weighted Average	58%			67%		
Section VIII: Student Services Dept.						
8.1 Availability of dining facilities	52	28	54%	275	189	69%
8.2 Availability of varieties of food	51	29	57%	274	173	63%
8.3 Quality of food services	51	30	59%	273	168	62%
8.4 Cost (price) of food	51	29	57%	276	183	66%
8.5 Recreational activities	46	24	52%	230	123	53%
Weighted Average	56%			63%		
Section IX: Recreational facilities						
	Qatari			Non- Qatari		
	Respondents		Yes	Respondents		Yes
	N	N	%	N	N	%
9.1 Have you ever used the GYM facility?	60	4	7%	313	59	19%
	Qatari			Non-Qatari		
	Respondents		Satisfied	Respondents		Satisfied
	N	N	%	N	N	%
9.2 Annual membership fees	4	3	75%	51	35	69%
9.3 Assistance and guidance of sport facilities staff	4	3	75%	51	32	63%
9.4 The conditions of sports facilities (cleanliness and readiness to be used)	4	3	75%	54	32	59%
9.5 Helpfulness and friendliness of the sports facilities staff	4	3	75%	53	43	81%
9.6 Safety of Gym facilities	4	2	50%	55	42	76%
9.7 Availability of medical facilities for first aid	4	2	50%	45	32	71%
9.8 Availability of equipment(s)	4	2	50%	54	34	63%
Weighted Average	64%			69%		

	Qatari			Non-Qatari		
	Respondents		Satisfaction	Respondents		Satisfaction
	N	N	%	N	N	%
Section X : General Questions						
10.1 Fair treatment	59	39	66%	312	208	67%
10.2 Equal treatment	58	37	64%	305	203	67%
10.3 Job security	60	46	77%	306	201	66%
10.4 Secretarial support/assistance	58	45	78%	285	213	75%
10.5 Mentoring of new employee	57	43	75%	292	227	78%
10.6 Overall Work environment	59	47	80%	311	256	82%
10.7 Overall job satisfaction	60	43	72%	309	255	83%
10.8 Availability of the requirements needed to do the job	60	53	88%	311	251	81%
10.9 Job motivation by direct manager	58	43	74%	304	209	69%
10.10 QU's reputation within the community	59	47	80%	304	232	76%
10.11 Ability to express my ideas freely about the university	59	44	75%	300	223	74%
10.12 Housing allowance (only for employees without government housing)	56	28	50%	7	5	71%
Weighted Average	73%			74%		
Overall Weighted Average	64%			76%		

Appendix (C): Faculty Comments by Colleges

College of Arts and Sciences

Please add any suggestions or recommendation to improve strategic plan and Policies.

"Restrain the separation between the financial class and the academic class, and its suitable when the faculty member has a lower financial class than academic class any teaching site at university whether it is in foundation programs or anything like that. The importance of adopting faculty member's upgrades which they have got from previous university they had worked in and either got the Ph.D. or used to have a job in QU. However if the Ph.D. is recognized from these universities then so does the upgrade. These things won't be apart especially when some new lecturers ask for higher academic class which have those universities granted them" (2)

"1.Duration of contract should be 5 years. In case of three years contract, mostly first year is probationary, by the end of second you start applying for job. So you have 2 tension-free times. 2.I think even more clear guidelines regarding the mandate of the department promotion committees should be provided" (1)

"Although some areas are ignored by current policies, most of our problems are due to inconsistency in implementation of policies" (1)

"CAS Faculty meeting expected performance need to have open ended employment contracts" (1)

"Faculty, especially 1, should be encouraged more to do their research in term of time and space given to them" (1)

"I believe, handbooks are not updated at all. Personnel handbook was last updated in 2008 and still has some old grades and information may 2t be correct or up-to-date" (1)

"Increase faculty participation" (1)

"It would be great if the policies were clearer regarding benefits" (1)

"Qatar University needs to sort out what particular body of knowledge it wishes to convey to all its students and make sure this is the focus of core curriculum. Core curriculum revision should be the strategic priority of the university over the next several years. Currently, core curriculum has spread itself too thin and only really claims to be developing "critical thinking." If this is the case, then what is the point of a "core curriculum"? Practically all classes in all majors claim to be developing "critical thinking." Core curriculum must be more focused and offer more value to students. Otherwise, what is the point? If the university wishes to retain top-2tch faculty rather than lose them to the US or UK, then they need to come up with a "tenure" type system. There is a widespread culture of fear amongst faculty (from all different backgrounds, Arab, American, British, European, Asian, African, etc.) concerning the issue of renewal. This culture of fear is the most salient aspect of faculty life at QU throughout all colleges and is the most frequent topic of conversation amongst faculty themselves. It is currently the biggest unifying aspect of the QU experience for faculty and I find that sad. There also needs to be a rethink about the level of administrative work required of each faculty member. Things have been out of control in this regard for a while 2w. 2 reputable universities that respects the teaching/research roles of its faculty asks as this much from them in terms of administrative duty. In addition, I would have said this on the housing satisfaction survey if that survey would have actually worked (I tried repeatedly on campus and off, but could 2t fill in any of the blanks. I raised the issue via email and received 2 reply), but housing is awful. Roaches, poor plumbing, poor construction that lets in way too much dust during dusty days, etc., really weighs on faculty members and their families. Practically all other employment sectors give a larger housing allowance than QU and this makes QU look bad as an employer. I would leave QU housing if I could afford it, but 8,000 is not enough for a family" (1)

"The policy for promotion should be clear and flexible based upon justification of the regional environment and facilities" (2)

"The strategic plan is not being positioned well in QU. It is still not visible, in the day to day work flow. It has a lot of KPIs, which make it difficult to remember, to align with, to follow on, and to measure. The base line for each KPI is not determined well. The data sources for the achievements are vague. No one knows, who is responsible to feed in the data, neither what mechanism should be put in place to collect the data? How much QU is scoring against each KPI , is not clear either (not being disclosed to the community at large). If QU community does not know where we are standing now, and how much we need to go, I do not believe that they can revisit their priorities, and focus their effort toward achieving QUs KPIs. A maximum of 40 KPI would be an ideal in the 1 sector, as people need to have it on top of their mind, in whatever they plan to do. My advice is to cut down on the KPIs, and enhance the data gathering to measure accomplishments. Tie up the budget more closely with the KPIs. The resources need to be allocated to serve the most important KPIs. The following up mechanism should be enhanced, to ensure that the actions being proposed by colleges, and departments (which is being financed by QU budget) is yielding high returns. The actions set by the different Colleges, and departments should be critiqued, questioned, and revisited, to guaranty its full alignment. The actions set by Colleges, departments are very costly, money wise, time wise, and effort wise, therefore they need to be examined to ensure high returns on the investment set by QU. Adopting score- balanced card or any new Strategic Planning System would facilitate administering strategic Plan on every level. QU administration should invest more time in communicating and engaging QU community in the implementation stage. QU management needs to connect the faculties, and staff more closely with the status of SP. Specifically ;how much we have achieved , and where we need to put more effort , and resources" (2)

"The three-year contracts create a feeling among the faculty that they lack any job security. As such, they must always keep on the lookout for new jobs. People who are looking for jobs are more likely to leave. This contract policy contributes significantly to the high faculty turnover" (3)

Please add any suggestions or recommendation to improve HR services.

"Annual support for attending conferences, seminars, workshops and training is not appropriate. I think there should be a fund to call people from abroad for research purposes. A return air ticket and accommodation even for two weeks would increase the output of research" (1)

"Faculty Performance Review Electronic System (FPRS) is not as easy as it was. We have to enter through another website unless it was for the last semester then we can go through My QU" (1)

"HR is a big mess, their data is not accurate, and they do not have an efficient mechanism to clean, and update their data periodically. They are not fully aware of the governing HR policies, and procedures. Moreover, they lack the experience to comprehend, and implement them these policies in the different scenarios, they come across. They act in a responsive mode, and they do not adopt any initiatives to facilitate the work flow, and raise their efficiency. There is an issue with the documentation, as they do not keep records, of the different issues, that come their way. Once, things are being resolved, they tend to forget it, and do not use it as a model, to treat other similar cases accordingly. They are not independent in taking decision (based on the governing policies) , and they keep asking different people on all levels , to guide them .Though they can immediately act on issues, based on the earlier cases, they have come across. Their Q & A is very limited, and they tend to depend on verbal instruction to advise them. Once , any pending issue is being resolved, they forget all about it , and tend to address any new similar issue , as if it was a new incidence , that needs a new round of deliberation, and advise from the high level administrator" (4)

"I work as long as I would expect to with a 1 job and the salary at QU is great. However, QU needs to provide insurance for Americans in America. They also need to provide child education support for kids from ages 4 and up, which is when most education systems actually begin. "Pre-school" (i.e. education for 4 and 5 year olds) is not optional these days, but an expected part of the school experience for British, American and European kids. HR also needs to do a much better job advertising jobs on its website. There were colossal mistakes made this year. The review process for promotion and for faculty evaluation in terms of research is currently heavily biased towards a hard sciences model of evaluation. The review process must take into consideration discipline specific expectations related to other fields (i.e. history, political science, law, sociology, communication, anthropology, etc.)" (1)

"Job security is an issue which affects recruitment and retention of faculty and this is something which is problematic for regular faculty on contracts. Two things should be done: 1. The contract duration needs to be increased – 4-5 year. 2. The rolling contract policy should be simplified as although the policy exists, it is the exception rather than the 2rm. 3. Probation and contract renewal reviews should be based on clear-cut criteria and made more objective rather than subjective given the implications on retention and recruitment and also in the absence of a tenure based system. Housing is a significant issue affecting retention and overall satisfaction. Quality of compounds should be enhanced and the allowance for those living-out should be raised to around 15,000 per month. Also it should increase automatically each year based on government published inflation indicators. Healthcare: this should be global coverage especially as the current situation sees faculty uninsured when they go to conferences outside the GCC. Education: QU should adopt a voucher system as is normal practice in Qatar Foundation. QU therefore agrees to cover the full education cost of faculty member's children regardless of the school they go to" (1)

"Please consider increasing the weight of research on the annual appraisal. The maximum is 40%. It should be increased to 50% , same as for teaching performance" (1)

"The FPRS is extremely user unfriendly. It takes too much time to insert information" (1)

"The teaching assistants are like faculty members and should be treated as a faculty member. So, in terms of signing attendance why they need to sign in the morning and evening. I hope officials to reconsider the matter and cancel the issue of signing for teaching assistants. I also request the officials to think to fairly treat the teaching assistants financially because the administrative and professors receive much higher payment than the teaching assistant. So the officials should reconsider the issue of salary for TA's." (1)

Please add any suggestions or recommendation to improve BOD services.

"BOD needs to be revamped. The quality of civil work being carried out in QU, lacks quality, has a poor finishing, the overall appearance is out dated, and the design of the different facilities being constructed is not homogenous. The parking lots, the shading of the passages and corridors, renovation of toilets, labeling and signage of different offices, building, finishing of new buildings (doors, doors knobs, carpeting, marble, and granite used for entrances, and flooring). QU has a big budget, and I am not sure why BOD does not check these technical specifications, that make a big difference in the overall appearance, and the final finishing of either the new buildings, or the renovated buildings. QU needs to have beautiful buildings something in the same level as the buildings in QF, and major hotels in Doha like Ritz Hotel. I believe BOD does not have professional architect, who make sure that the different constructions are in harmony, and they do not have experienced civil engineers to ensure specification of the finishing are in high standards. The original campus of QU is remarkable, they need to maintain it well (a big number of the beautiful fountains are not working, and left without maintenance). The doors, electric switches, door knobs, windows of the original campus are of the highest quality. BOD needs to keep the same level of high quality. QU lacks a good land scape. There are a lot of empty spaces between buildings, which need to be planted. Again the original campus land scape is remarkable (ironically, one says this, though it is more than 27 years, since QU campus was built), while the small areas here and there, which were developed in the last few years (mainly in the women campus) does not suit QU , as they resemble a private garden in a private residence . There is a difference between landscape of public places, and private houses. The objectives, the usage, the dimensions are different. Again BOD has failed to do what QU has done successfully 27 years ago (land scape of the men old campus is stunning)" (4)

"Faculty office does not provide good atmosphere to work where offices are not fully separated so any voice in one office will be heard in the next three offices. This does not also provide privacy" (4)

"I have a designated parking spot Behind the Women's sciences building. Every time go to park, I find somebody parked there. I have called the Security more than 7-8 times. They come and give tickets but there was no use. I gave up and have stopped parking there. The parking spots need to be monitored and enforced" (2)

"I suggest the administration, the head of departments, to be fairer and respect rank and experiences of faculty members. I have two NPRP projects and our research team members from abroad visit me regularly. I feel embarrassed when they come to our office (shared with a visitor). My office is smallest office (D203 corridor 4) in the department and hardly two desks are fitted there. I am the only one in the department who is accommodated in shared office with a visitor in such small room" (1)

"My immediate office space is unlocked and is often breached by unauthorized entry or inspection. I have lost personal items that are not valuable but the incidents can be avoided if I were provided a proper room with door locks" (1)

"Some classes in the Business & Economics Building`s Female section are very cold the multi-purpose surface in the Female Indoor Hall is very hard, there is the new floor (equipment room) more than a year, however there were many request to apply the new floor there is no change in it" (1)

"Students need to park where there are parking spots, not on the sidewalk or on the sides or roads. Rules should be enforced and students should be ticketed. My phone has not worked since moving offices despite repeated attempts to try and get it fixed. Offices are hard to regulate in terms of temperature. They are either too hot or too cold and the AC's waste a lot of energy. There is also a lot of wasted space in the offices connected to the College of Arts and Sciences. A hexagon is a poor pattern for a room or a corridor. In addition, all the new office/buildings are going to other colleges even though Arts and Sciences cater to the largest number of students." (1)

"The offices in men campus from corridor 1 to corridor 9 are like garages and not offices. Please provide real offices for faculty members. Thank you" (1)

"The personnel at this unit need to understand that the reason why they are there is to support the 1 process, not to hinder it. They need to treat all clients equally" (1)

"Further improvement of university facilities such as internal and external: to increase plantings. - To provide the best for parking for faculty / women - Expansion of the offices of faculty members - pay more attention to providing security undergraduate and maintenance workers at the premises of the students in particular and the organization of their entry and exit with a direct charge to them and be in the evening without morning unless necessary and emergency" (1)

"I would like us to facilitate a single place even if it's a small office in order to work quietly thank" (2)

Please add any suggestions or recommendations to improve Education Support Services.

"OFID id doing great in organizing the different workshops, Tech weeks, OFID weeks, where they have been investing heavily on usage of technology in teaching and learning, and in raising the awareness of the faculty with the active learning strategies. Their website is well maintained , and a lot of resources (majority of workshops are being captured through Lecture Capture software, and made available through the portal of MY QU for faculties to access, and utilize from their homes) . Also, they have adopted a number of initiatives, to ensure faculties are putting in use , what they have learned in the workshops (majority of their workshops, have a follow up sessions (scheduled in following semester), where facilitator would be reviewing with the attendees of his/ her workshops , how well they have managed to implement what strategies, taught in workshops, and challenges they have faced in adopting them in class" (1)

"Tech support at QU is great. It is just unfortunate that there is so frequent need to use them. The library needs more books and better staff that actually answer email queries" (2)

"The white board should remain in the lecture room even if the smart desk is there. In many rooms, when we use the smart desk for PowerPoint slide, the white board becomes hidden by the data show screen and we cannot write on it" (1)

Please add any suggestions or recommendation to improve the teaching at QU.

"The teaching load should be reduced; it is so high at the present. simple teaching tools, like board and eraser, are usually not there in the class rooms" (1)

"Needs more TA's for support faculty while teaching 25 students per one class and technicians to be hired. Graduated 1 student should be encouraged. There no program faculty assistants. There are no teaching assistants for correction." (6)

"QU expects us to do high quality research without really giving us time to do it. A load of 4/3 is detrimental to research. Another issue is the lack of private space. For doing research we need private offices even if they are small. Huge office that three faculty share are not good at all" (1)

"The only problem I have is that I spend more time in administrative work than in the classroom or in research. However, by design I should be spending at least 40% of my time with teaching. Again, QU asks too much in terms of administration. The bureaucratic needs are out of control" (1)

"Give faculty some power pilgrimage student behavior because some students have a sense of authority over the faculty member and not vice versa mean and put some laws to Elzlam the student and to respect the laws of University and over a faculty member at the university" (1)

"Activate support by teaching assistants in departments and develop a clear plan so important - mitigate the teaching load of a faculty member and to reduce the number of students in groups" (1)

Please add any suggestions or recommendation to improve Campus Life.

"We need more educational activities" (1)

"The work of some activities to help staff of both faculty members or Administrators for long" (1)

Please add any suggestions or recommendation to improve student services.

"Cafeteria options are not fresh and sometimes overpriced" (2)

"Dining from different companies should be there for competition" (1)

"Special dining facilities should be made to faculty" (1)

"The male gym is lousy and dangerous" (1)

Please add any suggestions or recommendation to improve Recreational facilities.

"Staff and students need separate facilities" (1)

"The male gym is not safe and outdoor facilities are not either" (1)

What, if anything, did your management do to help you succeed in your position?

"Give more weight and time for research. Give more responsibilities to TA's." (2)

"The official invitation to open the a public debate within each section a scientific about the Strategic Plan for the program the department and re-design of the content of courses (for the two phases of Bachelors and Upper Studies) including commensurate with the criteria for "of scientific knowledge of renewable" in the each specialty of total forum specialties of college" (1)

"Reduce the burden of teaching faculty member at the University of Qatar. 2- Reduce the number of students in the faculty groups / courses. 3 - Provide the best opportunities for scientific research at the University. 4 - Activating more regular meetings the management of the university and colleges / periodic meetings". (1)

"Provide more faculty and staff and promote the social activity" (1)

"Annual retreats for all faculty and staff in the department" (1)

"Avoid discrimination between 1 and non 1 also between Europeans and Asians. There are lots of PhD TA's with good communication and teaching ability than some of the professors. If they can change their position at least as lecturer that will help them to be satisfied" (1)

"Begin a PhD program and recruit more faculty so that teaching requirements can be met with research" (1)

"Create a position of Assistant Head of Department to allow the department head to concentrate more on one work" (1)

"I would recommend the separation of the department of health sciences from CAS, as it is medical sciences school and it differ from the traditional sciences" (1)

Just longer deadlines

"More diversity in faculty (2 concentration of a certain nationality);rotation of chairpersonship on seniority basis;(even better and)equal treatment regardless of nationality, language, creed or faith; More TA's to be hired; better office space to be provided; Committee work to be distributed fairly" (1)

"More guidelines on quality teaching, and for new faculty" (2)

"Open new one program at both graduate and undergraduate levels. Pay more attention to the new comers Improve the evaluation system" (1)

"Outdated work space that is not conducive to high productivity (no windows, etc.)" (1)

"Replace the Head of Department with someone who knows how to manage experienced and well trained faculty of all nationalities, and who is secure enough professionally, to not micro-manage every task given to senior faculty members" (1)

"Splitting of colleges and departments to allow for more focusing on each program" (1)

"Teaching load should be reduced for those who are active in research and have funded project. The personnel support is usually not enough for buyout time. Spaces are needed for equipment and staff hired on the projects. Faculty needs more space and support. For example, we don't have staff to help using the copy machine that is complicated. Technology is continuously updated, we appreciate this" (2)

"Team work, taking active participation, and equally distributing the work responsibilities" (1)

"The experience should be one of the important factors to assign someone in a position" (1)

"To held at least monthly meetings to discuss news and views" (1)

"We should assign the administrative positions to people with experience as shown in their CV's and not choose them politically in order to have peace of mind! I am surprised to see a coordinator with no experience at all while people with a lot of experience as kept aside" (1)

"I think that the department needs more national competencies at all levels, whether academic or administrative. As well as the department needs to do the role of teaching assistants " (1)

"I suggest that care about communicating with the state institutions outside the university, he divided Arabic Bamaclnh the language service by communicating with the Supreme Council and the Ministry of Culture, and with other institutions in order to serve the Arab and activated" (1)

"I hope improve the status of teaching assistants financially and administratively" (1)

"Concern for the activation energies of all faculty members in the department, and to benefit from their energies" (1)

"Participation in Research" (1)

"Exchange of information through meetings (monthly or semi-monthly) are mandatory, and the involvement of everyone in the work effectively" (1)

"Provision of equipment and research and scientific devices required for students and faculty members, especially in the sections that have been incorporated into other sections where there is not any interest" (1)

"More transparency, professionalism, justice and equality and inclusiveness estimate workers" (2)

What suggestions can you offer to improve your department?

"Contentious support and encouragement. - Research facilities, and support to attend scientific conferences" (8)

"Promote active learning environment in order to remain effective teaching at a good level. Enhance the research climate at the level of the student and professor level" (1)

"New current head of the department expected him to help everyone succeed in the performance of his duties" (1)

"Two things, they still think about themselves like before! They do not care much about improving the situation in my department" (1)

"All information necessary to perform perfectly our work. Good communication and understanding" (1)

"During the early weeks when I joined, there were lots of ups and downs. I received very good support from colleagues and management" (1)

"Enlarge the students lecture room and the labs, also specify a better offices for the faculty. Help new graduates in their research" (1)

"I have developed SMS (Student Major Selection) System which is web based application that helps students, student advisors and the department heads to ease all complicated procedures and yields greater benefits" (1)

"Our head of the department ask TA's with higher degrees to help in blackboard work. It is big opportunity for us to study about the BB" (1)

"Talk to me. Management should have one to one meeting with Faculty and listen to their experience. Faculty development and improved SLO can only occur if management treat faculty as trusted, valued professionals part of the QU 1 team" (1)

"Updated technology, and trying to find solution for our need. Thank you" (1)

"Allow for the application of new ideas" (1)

"Give Teaching assistant some flexibility in many lecturer positions" (1)

"Appreciating the efforts and expertise of faculty members" (1)

"Officials both at the level of Dean or at the level of President deanships or assistance at the level of head of the department, has never spared to provide all the functionality helps outstanding starting from a very high-end treatment, which take into account the academic norms and customs in the most prestigious academic institutions and the end of providing assistance in the smallest details. Thank you to all of them, and I have no doubt that every member of the faculty is proud to work with constellation administrative distinct as those are currently in the College of Arts and Sciences. Thank metropolitan Qatar University to make available the opportunity to express their opinion freely and transparently" (1)

"Provide all requested from a faculty member" (1)

"They gave me all assistance, advices and guidance from begin to work until now" (2)

"Nothing, only accounting in the annual assessment" (1)

"Department head has helped me to identify and participate in conferences on advanced levels as it provides the necessary support to all members of the section" (2)

College of Education

Please add any suggestions or recommendation to improve strategic plan and Policies.

"Search possibility equivalent promotions from outside the university peers within the university" (1)

"I have no recommendations as long as things are going correctly" (1)

"In order for a university to develop into a top quality international university, there needs to be a sense of faculty security. Western universities have a tenure system or rolling contract. QU has a climate where security is not felt by faculty. If faculty feels secure, then they will produce at high levels. It is difficult for faculty members to always be concerned if they will get a new contract. They cannot make long term plans and this takes a toll on faculty and the university" (1)

Please add any suggestions or recommendation to improve HR services.

"HR needs to improve their orientation, residency process. I have gone through residency in 2 other countries and QU has the most difficult process I have experienced. HR needs to accompany new hires to the Medical Center and walk them through the process and then accompany anyone who has to go back (go back for any reason), Making new hires navigate the system without HR support simply does not make any sense and it is a bad way to begin a new job" (1)

"I believe there is a large inequity in salaries at QU. Expats think 1s get paid more while 1s believe expats get more benefits. Whatever the case, salaries must be equal. Difficult for a full professor to be pay significant less than a 1 lecturer. This makes it difficult for a university to develop a reputation as top quality institution with such open inequalities. Accreditation agencies would frown upon the vast differences" (1)

"We found that the coordination in department is considered as a member of faculty, and he does his work more than the head of department himself. Although, he evaluated as a member of faculty and we see he is following the dean. Also, there is no encouragement for Qatari employees to attend in the international conferences, and do not benefits from the budget due to this. In addition, faculty do not benefits from advantages children education whose children finished their school study. Also, the professor in the department evaluated from whom lower in academic rank. there should be other rules to evaluate teachers in department" (1)

Please add any suggestions or recommendation to improve BOD services.

"For car parking issue, we found that the member who worked in QU for long term or more than 20 years, he do not find a specific parking, even in the other side, who worked for short term, he has a specific parking in close parking for his office" (1)

"Students who park alongside the street in front of the Main Administration Building and on sidewalks all along that area should be ticketed and fined. If they continue to park in non-designated parking areas they should have their cars towed. The street area just before the access gate by the car park below the Men's Activity Building is always too crowded with illegally parked vehicles" (1)

Please add any suggestions or recommendations to improve Education Support Services.

"It would be nice to be able to choose a type of computer instead of being handed an IBM ThinkPad. There is not diversity for faculty computers. Faculty should get some choice in type, model and operating system" (1)

Computer or laptop repair takes a long period of time and sometimes there is no response regarding this even when someone promise to do this

Please add any suggestions or recommendation to improve the teaching at QU.

"There are no teaching assistants to help correcting papers and do required task" (1)

"Set clear standards to ensure the quality of the performance of associate professors of the University which will reflect the students outcome" (1)

Please add any suggestions or recommendation to improve Campus Life.

"1. Are these items referring to student activities? 2. I think this is an inappropriate question, unless you are asking about what the university does for its employees that encourages social instructiveness" (1)

"I am not aware of any social activities on campus specifically for faculty, administration" (1)

"There is nothing at QU to courage faculty member to connect with each other whether in research or social sides, or facilities provided and services" (1)

Please add any suggestions or recommendation to improve student services.

"Student life seems to be restricted which kills the livelihood of the campus" (1)

Please add any suggestions or recommendation to improve Recreational facilities.

"Must be re-processing gym because the existing devices is very old but the place of devices good" (1)

What, if anything, did your management do to help you succeed in your position?

"For the management of college that I work, they are very cooperative and always encouraging and trying to overcome any difficulty we face at work" (3)

"Provide priority and facilities for the faculty of Qataris in the research aspects and attending conferences and professional development For them. Reduced hours For faculty that has a desire in search of teaching load. Managerial positions given priority to the faculty of the material" (1)

"1. Providing faculty with the needed textbooks and resources on time. 2- Hiring new faculty to meet the increasing demands and the increasing numbers of students. 3- building stronger ties with schools and the SEC. 4.having a competent administrative assistant with an MA in Management or leadership" (1)

"1.Reduce the tasks and responsibilities in order to be proficient. Distribution of quorum in the membership of the faculty committees" (1)

"You're kidding, right?" (1)

"My department is excellent" (1)

What suggestions can you offer to improve your department?

Provide sufficient support to participate in college committees and attend workshops and breakout sessions." (3)

"Administration seeks to provide all it can help and assist as much as possible, we hope answer to our notice and work in it" (1)

"1- One of the most valuable kinds of support I receive from my boss is the continuous follow up. I think that this is a special gift for leaders: the ability to keep track of all things regardless of how busy the manager is. 2- Advice and correction. I value my boss's advice and ability to put me back on track whenever I go wrong. 3- Freedom. My boss respects me and gives me the full space within my boundaries" (1)

"1.Clarity and transparency 2. Exchange views on the subject of what decision-making 3. Encourage the development and improvement in work-related issues" (1)

"Very supportive and the expectations are clear. I am very pleased with my College and Department. My colleagues are wonderful to work with" (1)

"You're kidding again, right?" (1)

"Everything provided for instructions must be implemented regardless of whether or not approval blackout on what they want to hide and show and what they need and claim for transparency and freedom of opinion. Everything that contributes increase burden and increase the pressure" (1)

College of Business and Economics

Please add any suggestions or recommendation to improve strategic plan and Policies.

"I need to know the arbitrator upgrade requirements and standards and be clear standards for arbitrator" (1)

" Faculty Contract should be for 5 years and university can start tenure track system to retain good faculty with them for long period of time" (1)

Please add any suggestions or recommendation to improve HR services.

"Conference support policy is not in line with the reality at the university since the expectation is more than the normal practice" (1)

"HR is improving. Staffs are trying their best to accommodate faculty member's request. However, more Customer oriented behavior should be encouraged. More training for all staff (1 and 2n-1) is a must in order to improve what we have achieved in QU" (1)

"Orientation was terrible Information on website is incorrect. Compensation (e.g., benefits such as housing, child tuition, and airfare) should not be based on lifestyle choice (e.g., married/children). Give same amount to all and let them decide how to spend it. Policies discriminate against unmarried employees" (1)

"The staff should be responsive. Whenever emails are sent the people in charge they might not

respond back" (1)

"There are many procedures took long time than expected. We spent long time" (1)

Please add any suggestions or recommendation to improve BOD services.

"The University ground look gorgeous" (1)

"Signage has always been and still is a problem in QU" (1)

"We asked for Tea boy from the beginning of semester but no actions being taken" (1)

Please add any suggestions or recommendations to improve Education Support Services.

"Install computers in classrooms so that faculty do not have to carry laptops everywhere" (2)

Please add any suggestions or recommendation to improve teaching at QU.

"In order to have some time to conduct a quality research, I would like to see that the TA are helping more in terms of teaching (marking the exams, teach some lectures...etc). Unfortunately, due to teaching load, I cannot find time to publish a good quality research in high standard journals. The university should provide proper support for faculty. when faculty teach 3 classes of 65 students then they definitely need teaching assistants. The teaching assistants can conduct tutorials to help students, as well as post grades and address students' questions. I would strongly involve faculty in decisions that are made, If you want faculty to feel that this is their university. For example, decisions were made for unified syllabi as well as exams, without providing proper support like scheduling" (3)

"Teaching load is not at all helpful to do meaningful research" (1)

"The university is moving towards implementing a research culture. We reached a point where QU is providing enough financial support to conduct research; however faculty members are just too much busy with teaching. TAs and reduced loads will help a lot" (1)

Please adds any suggestions or recommendation to improve Campus Life.

"A strategy so that people identify themselves to QU is much needed. People (faculty, staff, and students) need to be proud of belonging to Qatar University. More reach out and connection among QU people should be thought in-depth. People need to believe that they are part of an established and respectful institution so that they defend the brand of this institution. We are proud of being at QU. We hope QU is proud of its people as well" (1)

Please add any suggestions or recommendation to improve student services.

"The food is very expensive. According to the price, I believe that we should eat a good quality of food. However, the quality is very low, and the materials do not meet the price mentioned. Thus, I do not eat from the food courts on daily basis; it is expensive for nothing" (2)

What, if anything, did your management do to help you succeed in your position?

"I am very satisfied with the working of my department. The relationships are very cordial among the members and the leadership is exemplary. One important aspect that the management can look is extending the contract duration for faculty who are performing highly consistently" (1)

"Need more research support with teaching reduction, availability of research assistant, etc." (2)

"People should be proactive. We should not only rely on the management to provide solutions to everything. We are part of the system. We should participate to improve it. Constructive criticism" (1)

What suggestions can you offer to improve your department?

"My department head is always there for me to help" (2)

"Providing awards for excellence in teaching, research and service in the college" (1)

"Strong support in different aspects, and support faculty decisions in the classroom" (3)

"The management always supports research endeavors, they are trying to reduce the class sizes to make the teaching effective and also bringing in TA's and RA's to support teaching" (1)

"Trust and freedom of action to create and bring projects and ideas" (1)

College of Engineering

Please add any suggestions or recommendation to improve strategic plan and Policies.

"Promotion policies should be tailored to Qatar University. Enough of having ready-made policies imported from the US. QU is a multicultural institution with faculty members coming from all over the world" (1)

" 1- Reduce the number of students in classrooms 2- Have more rooms 3- More TAs in engineering labs 4- If you have to have large number of students, rent another building but do not pile them in the existing classrooms. 5- Increase the salary of 1 Doctors by another 60% to keep them especially in the engineering college, the load is becoming high.in teaching and research" (2)

"A lot is just a paper exercise. Follow up is either nil or just more paper exercise. to thing tangible is measured. Few people understand the true meaning of the SP let alone to measure its effectiveness reliably. A serious review is needed to filter the useful from the junk as it takes time to fill and send information that can be hollow and of no impact to the advancement of QU. More needs to be done to get external input as QU is harshly judged outside than inside. Inside opinion may not be sincere, just to please but outside opinion is a true measure as our output if the outside community, especially quality of graduates and quality of services to local community. Streamline and make it more focused" (1)

"Duration of contracts must be increased to allow for meaningful career development that has bi-mutual benefits for both the faculty and the institution. for example, a three year contract to an assistant professor will not allow the professor to smoothly progress to associate professor level (which requires serving 5 years). At the end of 3 years one is not sure whether his contract will be renewed and this creates a period of uncertainty during which the faculty is either preparing to go or looking for another job. The time lost and the mental stress experienced can never be recovered even if the contract is renewed. this may also represent a significant period of inactivity which is detrimental to the professional development of the faculty" (2)

"It is mind-boggling that even senior faculty who join QU after leaving their Tenured positions abroad are never offered a Tenured or permanent position at QU, if they are not 1. It has been shown by several research studies that Tenure is essential to 1 freedom and a magnet to recruit and retain high-quality faculty. QU cannot possibly achieve its long-term goals of becoming a regional leader in high quality education and research without being able to offer Tenure at least to those who deserve it" (1)

"Non-1 teaching assistants and lecturers cannot be promoted to the rank of assistant professor even if they got their PhD degree from reputable universities in Europe/Canada/USA. A promotion policy is suggested to be developed for non-1 lectures and TA's. This policy can include the list of accredit universities along with a minimum number of publications" (2)

"Nothing mentioned about the retirement age. I believe 60years of age is early for faculty to retired especially for the expatriate" (1)

"Plans and policies are good but the outcome depends on people who apply them and all people should be accountable for their performance" (2)

"Promotion policies across colleges are not fair. Faculty with much lower quality of publications is being promoted in other colleges. The expectation from a faculty for a promotion is very unrealistic" (2)

"We are getting mixed messages from various members of administration regarding our focus: Teaching or Research. The promotion criteria are currently very research focused, which tells me that QU highly values research. On the other hand, we receive emails such as the following from the VP1: "It is expected that your courses will be given the highest priority among all of your activities, including your own research. I am emphasizing this point because It was noticed over the past couple of years that research has been given the highest priority from some faculty members. Even though research activities have more tangible outcomes and may look more appealing to some faculty members, quality teaching remains our main priority!" If teaching is our main priority, then why is research the main priority for the promotion criteria? It seems unrealistic to tell us that teaching is our main priority but evaluate us as if research is our main priority. The University needs a clear, consistent message regarding its goals with respect to teaching and research, and the policies should reflect that consistency" (1)

"The department Head should have more powers in hiring and retaining suitable staff" (1)

Please add any suggestions or recommendation to improve HR services.

"1- Tickets should be paid in cash as it was. we are having trouble setting the travel dates, accommodation , LPO date and it is more economical to the university. Also, Unclear process related to the annual ticket and other benefits as part of the package" (2)

"1. For teaching assistants there is no promotion policy. 2. Basic salaries should be based on qualifications and total number of years of experience for the same grade (designation).It seems that it is not implemented at all in QU. 3. Not enough supporting staff (TAs, Lab technicians etc.) although number of students is increasing exponentially every year. Due to this, presently supporting staff (TAs, Lab technicians etc.) are extremely overloaded. 4. Lab space is too small which makes it necessary to divide the students in to two groups. That increases the work-load on TAs, Lab technicians etc. Tremendously. 5. More courses (at least three) are given to TAs for grading lab reports, assignments, quizzes etc. Total no. of these now on & average is 100 in CENG. More TAs/Engineers should be employed to reduce this work load. 6. Some urgent action should be taken on the points mentioned above" (3)

"Any changes to policies should be notified to all concerned. For example the decision by HR to postpone the reimbursement of the tuition fee for children in April to May was not correctly conveyed" (1)

"Children education must be paid for all stages that MUST include KG and pre3 and pre 4" (1)

"Develop a workflow system so we can track our request. Set a hot line to answer" (1)

"They have a great help-desk, keep up the good work (all my respect they were so helpful)" (1)

"Working hours for a faculty are like unlimited: We are required to perform in all directions. We should give priorities for each faculty: those more focused on research and those more oriented to teaching. We are doing much more than what is indicated in the system. Administrative issues related to registrations should not be managed by Registration including corresponding advising. Banner system should include more protections to the students during dropping course by preventing them against different situations" (2)

"Evolution system is fair in engineering collage and it contains impossible conditions to find. Please check with number of faculty who upgraded and compare them with other colleges or universities. Also, where is the role of Qatari in Campus and marginalization them. Also, there is a difference in salary between faculty without any legal reason. The University should investigate and do justice in salaries and bounces" (1)

Please add any suggestions or recommendation to improve BOD services.

"When a door handle has broken off 3 times in one semester, that might be a sign that we need a better quality door handle" (1)

"New Engineering building must finish fast" (1)

"A lot of labs are unsafe and to regular inspections in student labs are not done by independent (real) safety officers. Accidents are waiting to happen in overcrowded labs. Faculty offices are dusty, noisy and lack privacy. The landscape is ugly, dusty and lacks greenery just small spots here and there that dry quickly. Students intrude in faculty parking areas and argue with faculty for space" (1)

"Air condition is too high. it is always very cold in the offices and we are not able to control this. If you stay from 7.00 am until 7.00pm in the office, you freeze!!!! Faculty should have their own offices - for meetings with students, and also to be able to work without being interrupted by other faculties meetings, phone calls etc. Also, The air-conditioning temperature controls in the main building does not work for over 2 years and no action has been taken to correct this even after repeated requests" (2)

"It is obvious that BOD is trying its best, I understand that maintenance of buildings is an endless and tedious task. Please always give care to painting of outside buildings and high level of hygiene for Bathrooms" (1)

"Prompt response is needed without requirement for follow-up" (1)

"Replace the old male building with modern buildings. Have better offices for faculty members. Plan ahead because it is not acceptable to have 2 faculty members in one room" (1)

"Some offices of faculty members in faculty of Engineering are just cubicles (!!) And they are roof-less, which means a lot of noise is easily heard and negatively reflected on the professor focus and performance. Cubicles might be good for students or TAs but not for professors. I just ask for a fair request which is a "closed" office per faculty member. Sometimes, I can't actually work at my office because of the heard discussions around me, and sometimes I decide to work at the library!! It also

completely against privacy, since we are all sitting in an open space. So, please try to provide offices for us" (4)

"There is a lot to improve especially when it comes to facilitating the work, exhibitions, installing furniture in the colleges and the departments" (1)

Please add any suggestions or recommendations to improve Education Support Services.

"BUY BOOKS OF ARCHITECTURE" (1)

"I have asked to get access to a machine to do a research project with my students. I only got a VM, and I have to access the machine from inside QU ONLY, due to security reasons!!! I have never seen a university saying that to their researchers. IT has to resolve this problem, not to prevent researchers from accessing the computing resources from outside the university. It's the responsibility of IT team to provide solutions, and not to adopt the easiest one which is to punish researchers!!! And by the way, the solutions exist, since this is applicable in many other universities" (1)

"ITS was functioning better before, it is currently not, not responsive at all despite many follow-ups" (2)

"OFID activities are good first time but lack serious follows up. ITS technicians are slow to respond for projects and cause delays or class cancellations. Need a stock of projector lamps" (1)

"Reduce teaching load, be comparable to our competitors in Education city" (1)

"The IT department is doing a fine job. Wireless services on campus are really good. It is great that the OFID at QU provides professional skills training and career development programs for Faculty. However, senior faculty with several years of experience of teaching at internationally reputable institutes in Western countries should not be made to sit through these programs" (1)

"The staff available for the college of engineering to fix problems or undertake troubleshooting issues is not enough.. The college of engineering is assigned one person to take care of all of ITS services in laboratories, faculty offices, etc" (1)

"When I email the helpdesk, it usually takes at a least one week before I get a response, if I get one at all. Frequently I don't get any response, and have to email them again to remind them" (1)

Please add any suggestions or recommendation to improve the teaching at QU.

"1- More TAs 2- Bigger Labs 3- More Classrooms 4- Number of students should not be more than 25 5- More authority to the instructor in ordering books, equipment and other teaching materials" (1)

"As I always mention, there is always room for improvement!" (1)

"Do we really have TAs? Reduce the load according to faculty rank. We don't have enough capable TA's" (2)

"Generally teaching effort under-estimated" (1)

"Good quality research needs time, focus, and dedication. A faculty teaching 2-3 courses every semester will find it very hard to focus on and find time for his/her research activity to produce good quality research output" (1)

"I never saw in any university I have been to, that student evaluation for faculty member reflects directly into his/her performance metric. Although, student evaluation is a very important component for enhancing the faculty member teaching behavior, I see the way that the university runs it, creates a huge conflict of interest, in which case, there is a pressure on the faculty to jeopardize the teaching quality in order to maximize the student's score component in the annual evaluation" (1)

"I'd like to raise a serious issue about student evaluations. I'd like to stress on 2 points: (1) current evaluation website is kept open even after the posting of the grades! This should not be the case at all. Evaluation site should be closed by the last day of classes (which is even before the final exam). In this case, we guarantee that the evaluation will not be affected by the grades of the students. (2) Currently, evaluation is not required, which means that a few students might only do the evaluation. I think student evaluation must be enforced, i.e., evaluation has to be "required", otherwise, the student will not be able to enter the final exam, or see his/her grade, or something similar. Also, students give good evaluation to instructions who give high marks" (3)

"Less course load. If we think seriously about research, a faculty member can teach 2-3 courses a year and conduct research especially new assistant professor for the first few years" (1)

"Reduce teaching load, be comparable to our competitors in Education city" (1)

"The previous VP did a fantastic job. Teaching must continue to maintain quality of programs above all other matters. Students must be the focus and support to them must be guaranteed round the clock" (1)

"We are simply given too much to do. 21 ICH, active research projects, and 3-5 committees is just too much. It causes me to not have enough time to do well in teaching or research" (1)

Please add any suggestions or recommendation to improve Campus Life.

" More faculty family programs should be devised. It should be organized in the department level as well. A fresh dimension is needed to enrich faculty mix-up through informal activities" (1)

"Clubs that have authority and it can help and it can change and make rules and regulations in the university" (1)

"Develop a university Social club to enhance social interactions between all QU employees" (2)

"Faculty lounges do not exist. The once claimed to exist are dirty and cannot be used for external guests. 2 campus life outside classes. Who is in charge of this anyway?" (1)

"The university should construct adequate faculty lounges and organize events for interaction" (1)

"There is a lack of social activities" (2)

"There seems to be no culture of having coffee breaks in the department or faculty going together for lunch etc" (2)

"Too busy, No time for social activities" (1)

Please add any suggestions or recommendation to improve student services.

"Crowded in the female side, substandard in the male side, poor quality, too cheap. I prefer to bring my own sandwich" (1)

"No good female gym and facilities - swimming pool, tennis etc." (1)

"The dining facilities and quality of food on the men's campus is bad. On the plus side, the new open buffet is a great addition!" (1)

"The swimming pool should work on Fridays and Saturdays" (1)

"The university should have its own restaurants for students and faculty with good quality of food and good and reasonable price" (2)

Please add any suggestions or recommendation to improve Recreational facilities.

"Aim for the best!" (1)

"Should provide a recreational facility with canteen facility for faculty and staff which can be accessed by whole family. The present recreational facilities do not encourage families to come and relax" (1)

"Sports facilities should be free for faculty members. There are too many kids and youth from outside the university that make the use of the sports facilities not respectable. There should be facilities separate for faculty members. The equipment is very poor." (1)

"The pool at the gym is frequently closed without any real notice. It is difficult to get into a consistent exercise routine when you don't find out about closures until the day of" (1)

What, if anything, did your management do to help you succeed in your position?

"Be comparable to our education city in term of salary and teaching load, Offer tenure to 2n-1 faculty" (1)

"Department offices should look more elegant because this is the show piece to outside world. More visibility is needed in terms of showing the capabilities of the university. This part can be improved" (1)

"Divide the department into two groups of faculty members: research-active faculty and mainly-teaching faculty. Then don't use the same yardstick to measure the performance of different types of faculty. Research-active faculty should be expected to produce high quality research output, but not to teach lots of courses and sit on lots of committees. Similarly, mainly-teaching faculty should be expected to teach more but not to produce high quality research" (1)

"Having operational manuals at the college level would help. Documents that explain when some needs something what he/she should do" (1)

"Hire more admin coordinators" (1)

"I believe we are doing great at all levels; teaching, research, and community services. You can refer to dept. records" (1)

"I suggest that the minutes of each department meeting should be sent to all faculty members and made available on the web" (1)

"I would suggest having more administrative /researching support staffs which will reduce the burden from one person and help in proper and timely management of events. I think it would positively affect our efficiency and awareness if we have adequate number of staffs for managing teaching and research activities. For example: the scheduling and management of seminars/workshop and other events, a local staff who can assist and help in research management and related activities e.g. funding, procurement etc." (1)

"Improve connection with industry and professional organizations" (1)

"Invest in books, UREP research should be organized in two times: first evaluation professional after find three students otherwise the main aim becomes finding students and newly arrived professor and panelized" (1)

"Micromanagement hinders innovation and progress. We need to give responsibility to accountable administrators; and evaluate results. Procedures should be made clearer. These surveys should be used to improve things and not merely to collect data" (1)

"My department is excellent. We have very cooperative and string leadership as our HOD. We need good support from the Research office to increase our productive" (1)

"Pay more attention to teaching and make it first priority. To know the level of our graduates we should examine them using standard exam" (1)

"Provide a faculty members lounge and prayer room." (1)

"Reduce the load according to the rank Transparency" (1)

"The promotion policies should be revised. From assistant professor to associate professor, the policies should reflect the reality and mirror policies widely used in other universities" (1)

"Thanks for the effort in collecting data and hope that we see more progress in the administrative response and services!" (1)

"There are great efforts at QU but I believe there is lack of coordination between different parties" (1)

"To allow faculty to work on research, the teaching load should be reduced" (1)

"We would need more TAs and administrative staff to be able to focus more on research, exhibitions, etc to enhance the department" (2)

"Workshops from HR, Finance, Research Office" (1)

"Renewal of laboratories to serve students and review of research and development of study plans" (2)

What suggestions can you offer to improve your department?

"Some guidance - chance to travel for a conference - course relief in my first term" (1)

"The current management acts like a PO box with the dean's office. I do not expect anything to happen except relaying what the Dean says" (1)

"All in all I am happy about the support I got" (1)

"Being a TA, there's to promotion options two week available in QU, even though the highest degree achieved is MS. Could consider promoting the TAs to Lecturers on a time bound scale" (1)

"Delegate a number of community service tasks that while they are very time consuming, also help build up experience" (1)

"Give me responsibility and some independence in taking decisions in line with within QU regulation/procedures" (1)

"I am happy with the management support that I have got so far. I really laud the effort being put on" (1)

"I request the management to enhance the limit of educational allowances. The present allowance of 45k is insufficient to meet the expenses of school. The university should cover the transport and fee on actual basis or the limit should be raised to 70k per child" (1)

"Provide me with time for research and self-development" (1)

"Recommending me some career development activities" (1)

"The College and Department Management encourage personal development, but policies for external training facility for TA's are limited. The support for conference attendance and other training attendance is limited or non-existent" (1)

"The college and the department management are highly supportive!" (2)

"They generally are very helpful. However, is the process is well implemented we don't need to approach them" (1)

"They do their best to bring the latest software and hardware. All labs are well equipped for both teaching and research" (1)

College of Sharia and Islamic Studies

Please add any suggestions or recommendation to improve strategic plan and Policies.

"The promotion rules are very unrealistic, at least in my fields. Publishing in top conferences in my field is considered equivalent to (or may be even better than) journal articles. So, rules of having a journal articles without considering conference papers are not fair and unrealistic. Also, we need to consider research activities when we look at the load of the professor. Currently, we only consider teaching load, while the professor might actually be working in 3 NPRP projects and need time to manage those and chance to get good outcome in terms of publications" (1)

"I suggest determining the duration of international binding arbitration, similar to a specific duration to apply procedural of upgrade. I suggest present the research for more than three international arbitration (five) and take the majority assessment or three positive reports, in case the reports late, the upgrade will take it from the date of applying to university committees. That wills product the right of member who presented for upgrade". (1)

Please add any suggestions or recommendation to improve HR services.

"I suggest requiring all students to participate in the assessment individually to overcome some of the students how dissatisfied with teachers assess for them" (1)

Please add any suggestions or recommendation to improve BOD services.

"We need more office spaces and more adequate work spaces" (1)

"Al Salam Alyukum, for parking after 3.00 PM, we notice that there are too many traffic in the admission building in the women section and outside from Foundation parking and college of Sharia. In this time we cannot across during the traffic because student cars prevent the outsider from Sharia to across. Why not open new road for outsides from Sharia and foundation buildings? Second problem, there are many female student going and parking in the male section, why there is no security in this parking" (1)

Please add any suggestions or recommendations to improve Education Support Services.

"When I want to download some books and research in the Black board to benefits student, it cannot do it. So, I download as parts and that take long time. It is better if I can download all material one time" (1)

Please add any suggestions or recommendation to improve teaching at QU.

"The number of student issue: every college seeking to activation its education message through its programs and faculty. However, the numbers of student do not allow improving the quality of education. Professors cannot do what the course need from teaching, application the output of course and correcting the student exams. So, I suggest determining the teaching hours by reduce it as was it before and balance it with the large number of student, because professor ask him with teaching, doing researching, application the output of the course and dealing with Blackboard and Banner. All this are a burden and that damage the education process. Please take suggestion seriously". (1)

"I suggest that put more of TAS with faculty who teaching requirements class with large number of student in class" (1)

Please add any suggestions or recommendation to improve Campus Life.

"In past, I was good follow-up for campus activities especially the scientific and charitable, but as I have already explained that there are too much work in department that effect on my participation for these activities. Please take the former proposal so that all can participate in the activities of University life" (1)

Please add any suggestions or recommendation to improve student services.

"I suggest to configure a meeting place for the families of the employees of the university teachers and staff meet with the families, overseen by a group of committees - the Committee on Social, cultural and sporting complexity of the training sessions for the children of teachers and their wives, as well as staff in addition to trips recreation and sports and religious like omra and other" (1)

What, if anything, did your management do to help you succeed in your position?

"Should care of Qatari professors and their roles are not marginalized by placing them in committees Forums and Committees and their meeting to get to know their problems and needs in particular" (1)

"Increase the rate of transparency in the evaluation of the employee by the heads of departments, and the development of more objective criteria of the current standards job security a big problem at the university, according to what I found with coworkers obsessed expulsion from the of employment justification enough in many times. I see better increase the possibility of making ratios evaluation of search scientific even up to 60 percent to reduce the burden of teaching the professor to get a better quality in education and research reduce the number of students in the classroom. Respect for employee rights and no injustice is the basis for success" (2)

"Requiring all employees and teachers to respect the law, and not bypassed, and act in accordance with university regulations more control over the performance of staff and professors" (1)

"Work to not be prepared absence and attend student during the lesson from the professor to separate tasks beyond numbering thirty students enter the patch address" (1)

"Please provide a printer for each faculty their offices to facilitate the process of printing their documents task such as test questions in an atmosphere of secrecy so as not to be forced to circulation outside the office, follow-up maintenance of air conditioners offices, which is experiencing these days, high temperatures and relatively. There are some offices without air, and the management of college is lead commendable work in the best conditions and fully cooperating faces may God give them good" (1)

What suggestions can you offer to improve your department?

"Almost nothing is done by direct officials (head of the department and Dean) to advice and guide most of coworkers" (1)

"I thank the College of Sharia and Islamic Studies on good cooperation and its commitment to provide the best services and care for the interests of students, professors and employees, and thank you for your attention and your keenness, and I wish more progress and prosperity of the University of Qatar in order to be in the ranks of global universities" (1)

"Training courses for Mr. Dean encounters section meetings" (1)

"1. In teaching: somewhat left faculty identify the book appropriate to teach. 2. In some of the decisions a regular meeting sometimes with Dean 3. Agreeing faculty a scholarship search Summer 4. agreement with the Ministry of Awqaf to support our notes of university printed by them, but I want more as long as the university and the college expects of us more and thank you for your attention" (1)

"Provide administrative and educational environment well, and provide what I need in self-development through a program of workshops" (2)

College of Law

Please add any suggestions or recommendation to improve strategic plan and Policies.

" The number of arbitrators to be in the promotion to the rank of professor of four, and amounts Lists based on votes any three positive reports and more" (1)

"Respect the obligation which the university is having with the faculty member, and shouldn't resign from the university they are studying at while their contract is still going on. However when the faculty member submits resignation, they should give up the salary of 9 months in exchange of the end of the service and sacrifice to continue in the university, and join QU and get shocked that the college might not accept him due to a reason which might not be related to his academic performance, or the lecturer has submitted more than three researches and has taught good and the students have got the concept and he has not problems with them and he had performed great while the heads of the college had visited the class and after all this they tell him: your contract is expired at the end of this year!!! The faculty member cannot be happy with this because it is not fair; he has not done anything wrong to lose his job, and who is going to be responsible for his financial expenditures that he was going to take care of till 3 year? If we were to say that the first year was to test him, and he has done well, then he says working as it is!!! humans are not responsible of things they don't do, and for that all I'm asking for is justice towards whom got this same situation in sharia college" (1)

"Students focus on subject grades. Should be reconsidered in the calendar and grievance policies to make the goal of the students is learning, not dominated by an obsession Find the grades" (1)

Please add any suggestions or recommendation to improve HR services.

"Conference support is very limited and does not cover costs or provide an incentive for faculty to attend conferences. It is a lot of hassle. There should be a maximum number of committees that one faculty member can be part of, as some faculty are struggling to do any work because they are part of too many committees. There should be a financial reward for joining a committee. Faculty need more training and conference attendance overseas, and times to do this. Incoming faculty orientation and training process is poor and leaves a lot of unanswered questions and uncertainty. The University calendar should be changed so as to provide longer mid-term breaks (minimum 2 weeks) by perhaps reducing 2 weeks from the summer vacation" (1)

"HR processes and time-frames for action could be significantly improved. Issues concerning payment/payroll (especially delayed payment for part-time Faculty and conference travel) are consistent" (3)

"Stabilization of the Director" (1)

Please add any suggestions or recommendation to improve BOD services.

"There are large areas can be expanded through parking" (1)

"Temperature control issues are pervasive" (1)

"Walking Paths" (1)

Please add any suggestions or recommendations to improve Education Support Services.

"To help integrate technology into teaching, QU should adopt Apple technology (iMacs and iPads). University Bookstore should recognize e-books to help us order them and advance e-learning. There needs to be large exam halls with laptops where students can complete exams" (2)

Please add any suggestions or recommendation to improve teaching at QU.

"College of Law needs a wise (respected and experienced in teaching and research) Dean" (1)

"There are many TAs but they are not well used for teaching. They should be more involved in assisting professors" (1)

Please add any suggestions or recommendation to improve Campus Life.

"Many companies provide subsidies for health club memberships, such as at hotel gyms or sports teams. QU should provide this to increase health and fitness of QU faculty. QU faculty cannot use QU gym facilities since it is together with students and not of good quality" (1)

"QU activities are not disseminated on time" (1)

Please add any suggestions or recommendation to improve student services.

"College of Business and Economics has a food crisis, with long queues for food meaning many go hungry. There should be many more food outlets in the college, and the possibility to order food to an office" (2)

"Too much sugary desserts and inadequate cleanliness of trays. Variety has reduced over the last year. Replace plastic soup bowls with porcelain or non-plastic" (1)

What, if anything, did your management do to help you succeed in your position?

"More administrative support for faculty to increase quality output by reducing wasted time on admin tasks. More admin support for those activities leading to completion of College strategy. More conference and research support; reducing teaching hours for research-intensive staff and those with grants" (2)

"More transparency, professionalism and respect for faculty members" (2)

"Establishment of a center for the translation of legal research the most recent and relevant legal reality in the diameter of the French and English languages" (1)

What suggestions can you offer to improve your department?

"I have felt supported by the Dean of my college and others in management positions above me" (1)

"Management, especially at the College level, has been very effective. Essentially, Human Resources (and housing, etc.) has been most problematic" (1)

"Promotion to Assistant Professor. Support for conferences. Much advice, guidance and support from our Dean at all hours and without hesitation. Created opportunities and listened to ideas for extra activities impartially. Provided encouragement. Supported research applications. Nominated for committees and other tasks" (3)

"Weak management" (1)

"To encourage scientific research in the evaluation of serious students of objectivity and impartiality good spirit that exist within the faculties of mutual respect among all faculty members" (1)
"The possibility of translating research that we write from Arabic into other languages" (1)

College of Pharmacy

Please add any suggestions or recommendation to improve strategic plan and Policies.

" Held workshops on evidence faculty member" (1)

" In my opinion, QU seems to be trying to do all things for all people in order to look good to the outside world instead of focusing on changing the culture of its students to motivate themselves to learn" (1)

"Salary opportunities are illegal under SACS requirements. It is against US Federal Law to have different salaries for different races, which means SACS cannot accredit QU. There must be equal pay if QU is to get SACS accreditation. Avoid discriminatory policies based on race which would be illegal in most jurisdictions. It creates divisions amongst co-workers. Annual increment should be much higher for exceptional faculty. Promotion policy should be amended so that exceptional faculty can apply to be associate professors if they have published many articles even before the 5 year duration. Currently it causes many assistant professors to seek employment elsewhere to gain promotion. Housing policy is a disaster. Give faculty a decent housing allowance comparable with other companies, and end housing compound slums. Needs to be a grievance policy. The University policies are too 'top down' and autocratic. Faculty should be more involved in decision-making. Short faculty contracts cause severe job uncertainty which is not helpful for a University. It causes too many people to leave or spend a long time being concerned about their contract" (1)

Please add any suggestions or recommendation to improve HR services.

"Benefits of child education: there is escalating increases in child education cost that is NOT parallel with QU package. In our College, there is no clear system of assigning of faculty in admin positions. It seems that qualifications, performance, and experience play very little part in this. Actually, nepotism and favoritism play the most part. My research output does not seem to reflect on my appraisal. Faculty performance review is conducted in our College, and also our teaching performance. A team of two section heads, not necessarily the best teachers, and the Assistant Dean of Faculty and Student Affairs perform teaching spot checks. None of them can be described as role model in teaching. This is demeaning and insulting to faculty members". (1)

"Benefits of health insurance: When I choose my preferred dentist I only get reimbursed for part of my claim! Child education should be against receipts and with no limits of 45,000 per child or at least raise the limit to 75000 per child". (1)

"The amount given for Benefits for child education should be reviewed to reflect the increases seen in school fees. It is disappointing that the university doesn't pay for pre-school years (i.e. reception/ KG2) as the fees for these years are like school fees. For children in secondary school the fees required by the school exceed the amount given by the university and this should be reviewed too. Benefits for child education should be enhanced not to be only restricted to fees and bus but should include school uniform, extra curriculum activities which are offered by school for a fee etc. Thanks" (1)

Please add any suggestions or recommendation to improve BOD services.

"Work station does not comply with international health and safety regulations. It is unsafe for a human to work exclusively on a laptop as it damages the neck and back. Desktops are required. Large screen (27 inch) desktops would help a great deal with research. More security staff should be on hand especially at night since i. there are many night classes, and ii. To help with directions. It is very difficult for people to know where a campus room or building is. he online map is not helpful and could be improved" (1)

"AC sometimes too hot and sometimes very cold that we cannot even work"(1)

"BOD is one of the slowest acting departments in the university and they need to put their act together" (1)

Please add any suggestions or recommendations to improve Education Support Services.

"Closer monitoring of echo and lecture capture equipment and licensing to avoid any interruption of service" (1)

Please add any suggestions or recommendation to improve teaching at QU.

"Teaching load is totally unacceptable and leaves very little time to do research or to supervise students. QU should note that the rank of universities are dependent on the University's research output, not the number of hours taught. This must be addressed. Ironically, QU issues a statement or circular from the VPCAO's office advising that QU is a teaching university and that teaching takes priority to research. This is a dangerous statement and places QU in the risk of never making in the best 500 universities in the world. Faculty members should be expected to dedicate at least an equal workload to research as in teaching by the use of adjunct faculty, TA, and lecturers to do most of the teaching" (1)

"Teaching workload should not be fixed for all faculty members. If someone is engaged in research and supervising graduate students, he/she should have a reduced teaching workload as compared to a member who is teaching only"(1)

Please add any suggestions or recommendation to improve Campus Life.

"Campus day this year was not very well organized. There is hardly any Social relationship with other employees and colleges should try to do more to work on this" (1)

"Faculty events could be more common" (1)

"Too much work, teaching, meetings leave very little to socialize" (1)

Please add any suggestions or recommendation to improve student services.

"Some dining facilities should be devoted for faculty members, especially for male faculty members who are working in female sections" (1)

"The food is much better this year but can be much better. Can there be a canteen just for faculty and staff in the different colleges" (1)

What, if anything, did your management do to help you succeed in your position?

"Equal opportunity in our college is important. FAVOURTISM in our college is rampant. We need to feel equality and transparency. Admin has to seek information from faculty members about the state of affairs inside college otherwise unhealthy environments would be growing with no one knowing the real environments inside colleges" (1)

"Hire more faculty members to reduce the heavy teaching load, so that the faculty can also focus more on research" (1)

"More social activities, more professional development and appreciation for hard workers" (2)

What suggestions can you offer to improve your department?

"An admin task that I feel I have excelled at. Some sporadic positive comments." (1)

"Encouragement, support and respect" (2)

Foundation Program

Please add any suggestions or recommendation to improve strategic plan and Policies

" I see that the process of upgrading has some positive effects, some lecturers might have more financial rights than the other ones even though they came from the same country and has joined in the same year, and the older lecturer might have less financial rights then the one they just sign a contract with. I suggest to have some exceptions for the scientific status or at least the financial status and have something that states: adjust the financial states for the foreign faculty member in QU by making it higher in the case of retirement, this does not make the older faculty special but only makes him equivalent to the new one, or if the university announces a new job, old faculty members can apply to it even if it requires more terms, and the university can help the faculty member adjust to that by training him more to be suitable to it" (1)

" Reconsider some policies which the university takes regards the faculty member especially the ones which are translated in English language, even the current ones lacks some important aspects regarding the faculty member of involving in conferences, in addition there is nothing clear about the committees and the ratio for whom going to participate in them and the distribution of work with all the faculty members"(1)

1) Three year contract is not long enough time for faculty joining at the entry level (Assistant professor). It takes more than a couple of years to establish a research infrastructure, secure funds and operate a lab. At least for the assistant professors, I recommend that QU considers hiring faculty on a 5-year contract. 2) Despite the strong teaching focus of the university, the promotion policy is predominantly based on publications and research portfolio. As faculty members, we are constantly reminded that our major focus should be on teaching, however, when it comes to promotion, research

accomplishments are taken more into consideration" (2)

"The process followed to address applications for promotion is inefficient, lacks transparency, unjust, and backward in all aspects. The process does not suit a university that seeks international accreditation due to several pitfalls and due to non-adherence to best practice. I can cite several examples, and one of them is that which started over two years back and still lingers on because of poor scheduling, inability to communicate, stubbornness and lack of lateral thinking. In one example, the committee received reviewer's feedback, which was all good, except one reviewer who made a small comment in which s/he had some concerns about one of 4-5 publications attached with the application form. His or her concern was whether that specific publication was extracted from the applicant's PhD (which should not be in that case). The committee forwarded the query to the respective college for comments. The Dean of the College and the respective faculty member responded with evidence that the publication was NOT extracted from the thesis. They additionally debated the other issue raised by the QU promotion committee in which they commented that the publication in question was not a research article but a commentary. The faculty member and his Dean answered stating that nowhere in the Faculty Handbook was there a mention that Commentaries are not considered as scholarly publications, and that indeed in several US universities Commentary articles are considered in applications for promotions. Despite all these convincing arguments, QU promotion committee rejected these appeals and insisted to have a replacement article. The college complied and submitted a 4th article. Three and a half months passed since that was done, and it was revealed that the committee sent the whole application package again for review, hence maximizing the possibility for rejection despite that the first application was almost fully accepted. This is extremely ineffective and backward process which we hope to be reviewed and improved " (1)

" Those with professional doctorate degrees should be treated the same as PhDs in the same job description" (1)

"At present the promotion policies of the English Foundation Program are very unrepresentative and unfair towards staff. Every year some bonuses are awarded to teachers who achieve a 'more than expected' appraisal based on a very biased and subjective system. The appraisal system at QU is very subjective rather than objective and many teachers who contribute a great deal feel unappreciated or penalized for not receiving an appraisal. More fairness and transparency needs to be incorporated in this field. In addition to this the appraisal system is very burdensome on teachers who have heavy workloads. Writing a journal, and writing a report after being observed and completing community service and attending many professional development workshops, all at the same time appear to be very overwhelming on teachers, who are simply trying to teach. There is too much being expected of teachers, and some teachers feel that they are being punished instead of rewarded " (3)

"How about cashing in the 7 casual days especially for those who were not absent and did not use the casual leave for the whole year?" (1)

"I think five year contracts should be an option as they are at many universities. Replacement policy If someone takes over from a person who has resigned, it should be a temporary appointment and the position advertised appropriately so that the most suitable candidate is appointed rather than someone attaining the position by default because he or she just happens to be there" (2)

"In Foundation, we need someone to review the new FPRDS requirements as it needs to have some components more simplified. There's the new peer observation and journal in addition to the huge student numbers that we are having in our classrooms. Also, we are doing the FPRDS for HR, so one of these aspects should be eliminated. We need more time to concentrate on our students! We also should have some extra bonus pay for taking large numbers of students. Before we graded 18 per class - now we grade over 50." (1)

"Involve all faculty/ colleges in more 'dynamic' practical ways in the strategic planning process." (2)

"New faculty hired one year after me is earning a higher base salary than me. It was only after my annual increment that I am earning the same as newer colleagues. Even though I addressed this problem with administration, nothing has been done to remedy the situation. It's insulting to me." (1)

"Please update the Management Handbook. The one on the QU website is from 2008 and appears to contain information that is not relevant to the QU context and information which may not be consistent with current best practices." (2)

" These questions are either too general or too vaguely worded when seemingly specific" (1)

Please add any suggestions or recommendation to improve HR services

"It would be great if the university can help new faculty with kids finding schools when they first arrive in Doha. A better idea would be on the long term- having an international school only for the children of faculty. Life is getting more and more" (1)

"1.The annual airfare entitlement should be paid in February. May or June is much too late to pay this
2. School fee entitlement is becoming a serious issue. Currently the maximum per child is, I believe QR 45,000 per annum. However, many schools charge QR 70,000 + especially in higher grades. If QU is serious about providing educational fees, then they should make sure that they keep pace with the reality of school fees in Qatar" (1)

"No one picks up the phone most of the time if one calls to HR. The Housing Survey was flawed and when I sent a message saying that we cannot input any answer, no one did anything about it. Staff in unfurnished accommodation (those who have been here several years, never get any additional furniture or money to upgrade)" (1)

"Assessment for the annual appraisal of the Foundation Program faculty seems excessive on a yearly basis." (1)

"How about cashing in the 7 casual days especially for those who were not absent and did not use the casual leave for the whole year?" (1)

"I have been very pleased with the new HR Help Desk system. Getting routine things like salary letters has been greatly streamlined and is much more efficient. FPRDS in Foundation needs work, we are hired as educators, not researchers, yet our teaching ability is never assessed. There is a problem with training provided by OFID, I very much appreciate the effort they make, but the times are often inconvenient, there needs to be multiple offerings to account for people working 1st shift and 2nd shift. The QU salary has fallen well behind similar institutions in Qatar and the region. It is demoralizing when folks at the Community College or CNA-Q, with much less education and experience, earn substantially more for the same work, also makes recruiting more difficult. The health insurance is fine as far as it goes, but the fact that it will not cover Canadians or Americans in their home countries is a weakness. If you are going to cover faculty with travel insurance, cover ALL, not just most. The conference system for Foundation needs re-examination. There is an expectation that conference be attended and research presented, yet funding is provided for ONE conference during the entire duration of employment at QU. This does not encourage research" (2)

"I have never had any Career Development" (1)

"I understand the need for student appraisal of faculty, and although my student feedback has been generally good, I don't think it should form such a large part of faculty performance appraisal" (1)

"Medical Insurance: I need to be able to get the medication the doctor has prescribed me all at once. The new system that QIC has imposed stipulates that we get the medication only for a month/4 weeks, then go back to the same pharmacy to take the rest of the prescribed medication which is most inconvenient and shows disrespect." (1)

"Professional Development assessment should include all presentations, workshops, lectures, conferences and seminars, symposiums, etc. promoted and advertised by Qatar University Events or offered by other educational institutions, not just departmental PD sessions" (1)

"Regarding childhood education - nurseries are no longer allowed to accept children from ages 4 & up. This presents a huge problem for working parents who have children in English speaking schools as our contracts only allow states that QU will give education assistance for levels 1 and up. This should be brought down to kindergarten, as KG classes are extremely expensive in this country! The FPRDS system should be open from the beginning of the 1 year to log in PD / UCS things instead of having to do this at the end of the 1 Year." (1)

"Should have cash option (Like 60% to 80% of maximum allowance) also for "Benefits for child education"." (1)

"The FPRDS system as it stands, as it has been revised, is a lot of work that does little, if anything, to further the PD of faculty" (1)

"The orientation process seems not organized and incomplete for employees that join QU in other months than September. There seems to be constant request for documentation and repeat request for the same documents. Perhaps a new employee orientation department or person could help with this matter. My suggestion would be to have an orientation liaison person that organizes a proper orientation for new employees. The HR, Administration and Immigration departments do 2t give clear instructions to the new faculty on what needs to complete. This could be dealt with in a more personable manner. QU could "hold the hand of a new employee" through the entire HR and Immigration process" (1)

"There could be a temporary bonus for the existing teachers who are taking unprecedented numbers of students in their classes. It could be called the QU expansion bonus, and only be given for 2 years per semester during QU's transition. Also, new people who know nothing about how to do things at QU are getting more pay as their base salaries are higher than the teachers who have been here 4 years! That's unfair because we have to train and help these new instructors. The experienced lecturers deserve the highest pay for loyalty. The extra bonus for the More Than Expected and Exceptional is beneficial and motivates the staff. The HR help desk also is wonderful!!!" (1)

"There is no justice financial support to attend international conference between various university faculties, while the supports by a faculty member in the foundation program a certain amount supports , in contrast , other colleges three times the amount supports. Note that both participate in the same conference and are pushing the same fees and travel in the same plane and stay in the same hotel and share each other's research paper represents the University of Qatar, but unfortunately support is uneven, and this in turn leads to frustration of faculty members in the foundation program does not lead them to publish research frequently or participating in conferences, I hope you take this point into consideration and thanks(1)

Please add any suggestions or recommendation to improve BOD services

"Car parking for faculty is a big problem. Shaded car parking's are reserved for section heads and directors, while program coordinators and other faculty members park under the intense Qatar heat" (1)

"All generally OK" (1)

"Campus security should do something (i.e. hand out parking tickets) about people illegally parking right in front of buildings such as the Men's Foundation Building, and along the side of the road on the men's campus. This causes major traffic problems and sometimes people who are parked properly" (1)

"I would prefer it if security guards were required to wear name tags at all times, they should be identifiable to the campus community. We are without an effective entry control system and have been for a number of years. When a person tries to get a gate permit they will be told by security that a "new gate system is coming soon". They have been saying that for 2 years. As it is now, there is no way to keep undesirables off" (1)

"It would be ideal to have an individual office space or two faculty per office rather than three" (1)

"QU is making many modifications to the campus. The new covers over the women's side protect us from the sun as we go from building to building. Also, one thing to consider is that the parking is improved but there are still main areas not accessible - like the OFID building. Please move OFID to the new library, so we can park nearby and also, it's a better location in the beautiful new library. Many guest lecturers present at OFID, so QU needs to have that office in a special spot" (3)

"Safety is a BIG issue. Driving standards are atrocious. There are now more cars and more pedestrians walking about. Often the driving is as bad as outside the University. The university should implement new rules for driving inside the university, with speed limits, compulsory giving way to pedestrians at crossings etc. and ENFORCE THEM RIGIDLY. The worst area is between the new library and the new Business and Economics Building. Here there are cars going along the road at up to 100 km per hour as well as students crossing the road without even looking. Something has to be done about this to ensure safety" (2)

"The flower beds are not kept up properly. Whiteboards are not cleaned thoroughly enough. Most Data-show machines need to be cleaned and light bulbs checked. Smart desks are made ineffective due to poor maintenance" (1)

Please add any suggestions or recommendations to improve Education Support Services

"Sometimes it takes a long time for the ITS people to come and fix problems in classrooms. Once it took a week before I got a smart consul fixed in the Men's Classrooms. Perhaps they lack spare parts

or something" (1)

"All generally OK" (1)

"I am very pleased with the library databases available, and the promptness with which new database suggestions are trailed. Well done" (1)

"OFID constantly schedules PD sessions that are pertinent to my teaching at times that I cannot attend them. It has been very frustrating seeing this occur again and again, and there has been no apparent response to my requests to OFID (which I have stopped making as they are apparently futile) to have repeat sessions at times that would be accessible to more faculty" (1)

"QU can do more with offering APPLE Computers in their labs and giving teachers Apple products to use. We do not have the Ipad yet, and many textbooks are available for Ipad that we could use instead of our old large lap tops that weigh a ton. More Labs for students, please! They need computer labs in each building where they can do their work and PRINT if professors need to send them for printing their papers. CNAQ has fantastic Apple labs and it's so motivating for the students. And instructors! Also, there's many new software products, like PREZI, we could be using instead of the old Power Point" (2)

"The staff at the ITS Helpdesk are, have always been, great" (2)

"There is no way for QU to efficiently implement and maintain Bb platform as its main learning solution with 1 or 2 technical support people! This needs a full team of developers, material designers and technical support staff " (1)

Please add any suggestions or recommendation to improve teaching at QU

"Student Learning Outcomes need to be reviewed" (1)

"Although I like the idea of reflective journaling, but would prefer to do it for appraisal and evaluation purpose, on renewal of every other contract because it takes time away from teaching and providing instant feedback to students" (1)

"More attention should be given to the sizes of classes and making sure languages classes are capped at 20 students or else students do not have enough time to practice with teacher guidance" (1)

"Please assign some TAs for the Foundation department as we have the huge student numbers and no TAs! I'd be willing to oversee a TA" (1)

"Post Foundation program, which delivers core curriculum courses needs monitoring. I find it odd that the administration of Post Foundation program (Director and Testing coordinator) insist on implementing activities which significantly undermine quality of teaching/learning. Instances: Collective assessment (assigning the same grade to groups of students with varying levels and abilities to contribute to task completion). Thus, for example, a student who carries the work load for a group of three receives the same grade and the remaining students in the group. A student, who receives grade 'o' for her individual work, receives 14 out of 15 when put in a group. Teachers are not allowed to grade their students' papers. I believe that the teacher needs to know how each student progresses to identify areas of concern and to focus on them. Exams and tests are of very poor quality. There are more instances of outrages unprofessionalism behind operations of Post Foundation English Program. The curriculum and procedures need proper auditing by the university's Core Curriculum program" (1)

"SLOs are an ongoing issue, with the constant change of focus of the Foundation Program. The lack of clear guidance and leadership provided by the university has made choosing SLOs difficult" (1)

"Teachers need to be more involved in the decision-making process. Bringing external consultants and people who have no expertise whatsoever has disastrous consequences. Main focus on teaching and not so much emphasis on committee work which takes from preparation time" (1)

"There seems to be a mismatch on the Foundation Program. Some teachers are asked to teach 15 hours whilst others only get 6. Once again there needs to be fairness / transparency on the workload teachers get. At the moment there seems to be a lot of mismanagement. It is a very immature way of distributing the workload. As more teachers are desperately needed especially in the Embedded Program courses to teach, we are seeing a lot of teachers being given other unknown duties and reduced teaching hours. There are two facilitators for Embedded Program when only one is really needed. There are more 'liaison officers' and possibly with reduced teaching hours, many more 'facilitators' with reduced teaching hours. Many more than the year before. These teachers are really needed to teach in the classrooms. It seems to me we have enough teachers, but the workload is unevenly distributed. Some people have one or two classes, whilst others have three. Some people have 37 students in the class whilst others have 20. I believe that this really needs to be looked in to bring about more fairness and productivity in the system. On top of that, these people who are on reduced teaching hours and doing some committee work would probably receive a higher appraisal at the end of the year than those teachers that are teaching 3 classes of 36 + students each. Therefore the appraisal system and management structure should really be reviewed in light of all this" (1)

Please add any suggestions or recommendation to improve Campus Life.

"Can we have a Staff restaurant/Faculty restaurant please? The current situation is not good in terms of amount of hours we stay on campus and to where for staff to eat and relax in" (2)

"QU should have an initial social event to "kick off" each 1 year in addition to the main President address of faculty. Hosting such an event at Sheraton would be an asset. We never get to see all of our staff in one location. In Turkey, they do this event, and it's so nice when you're new, or a consultant that you can meet the other instructors - even those from other departments" (1)

"The different areas of the QU seem to be isolated from one another and there are few opportunities to get to know faculty in other departments/areas" (1)

"There is too much emphasis on "who's who" which gets in the way of proper communication and effective, timely work. For example, a secretary must know who she is "allowed" to communicate with because she cannot simply ask those directly involved. Unfortunately, the wrong information is often given out and then the blame game begins. This kind of an atmosphere creates an obstacle to approaching others, particularly higher administration. Employees should not feel afraid to approach management for needed clarifications or additional questions. When this happens, employees stop asking and end up making unnecessary mistakes simply because they felt afraid to ask. In most Western university, for example, there is a truly open door policy where anyone can communicate with another employee regardless of designation, which promotes effective communication, forces accountability, and, most importantly, creates an enjoyable work environment" (1)

"We need a swimming pool on the women's side. They should have a proper Faculty Club for food and socializing on campus" (2)

"I suggest that to foundation a club for member of faculty in QU. This club should have entertainment and sessions for faculty with their family. Also, I suggest that do periodical meeting from beginning, middle and end of course for faculty" (2)

Please add any suggestions or recommendation to improve student services.

"All generally OK" (1)

"How about a decent gym for the females. That exercise room is pathetic. How about TECHNO GYM equipment? The faculty has to join these expensive 5 star health clubs because QU has nothing for the women. Long term health for females is as important as it is for the men" (1)

"I'm very happy that the dining services are starting to serve healthier food. It would be helpful to indicate whether dishes are vegetarian or not (especially in the soups) because employees don't know and don't have a list of ingredients" (2)

"Somehow the price of same item can be differ from the food court and other cafeteria located in colleges" (2)

"The buffet in the new business school was excellent a year ago and now it is terrible" (1)

"The Food Court should remain open in non-teaching days as well as faculty need to eat. Every building should have a snack bar where teachers may buy a cup of coffee and a sandwich or a salad" (2)

"The male faculty on the female campus has no privacy when having to eat in the Food Court building, in that the facilities provided resemble an embarrassing fish-bowl with no furniture that supports faculty actually eating a meal, i.e. real tables, provided. Although there are a greater variety of meals possible now, there are still very limited healthy choices. The number of cockroaches that I have seen in the women's food court building is amazing, and disgusting. I have not seen any since Spring Break, so I'm assuming some fumigation occurred. Hopefully" (1)

"There are no facilities to exercise especially for women faculty. There should be exercise facilities specifically for faculty. The facilities provided for women are dismal and would be found in a poverty stricken country" (1)

"There are not enough dining places on campus. Qatar is very hot and it is difficult and timely to walk to the few available dining locations. More importantly, there are almost no healthy food options. We are on campus daily, and we do not have options that are practical for a regular lunch. For example, the healthy wraps booth in the food court on the women's campus has been advertised for two years and has never opened. Some kind of healthy sandwich shop would be very nice because it is healthy but doesn't require employees to sit down for lunch. We could take a cold wrap back to our office to have for lunch whenever time allows us to have something to eat. My biggest complaint regarding food on campus is that there are no fresh fruit stands for fruits like apples, oranges, bananas, plums, etc. I have asked about this option many times. It would be very nice if the dining areas had a fruit stand because fruit is very healthy, boosts energy, and it is a cold food item that would not put off an odor by bringing it to the office. It is not always feasible to expect employees to bring everything from home. We are very busy and getting to the supermarket in Qatar is a job all of its own" (1)

Please add any suggestions or recommendation to improve Recreational facilities.

"Male gym needs more space, newer cycling machines, clean shower area, proper area for changing clothes" (1)

"Open university before 6am for faculty to use before teaching" (1)

"Should build first rate facilities for faculty separate from students. Faculty need a break from students" (1)

"The card machine should be fixed in the men's gym. I paid 400QR for membership 4 months ago, and I have still not received a membership card despite continuous inquiries with gym staff" (1)

What, if anything, did your management do to help you succeed in your position?

"Care more for the teacher rather than the student Lower the load of administrative work at the expense of real teaching" (1)

"* Reduce class size. * Stick to attendance policy * Let me focus on teaching and less on my FPRDS requirements or/ and * Reduce the number of required reports for FPRDS *Provide course related PD and It training more often. * State instructions and expectations clearly" (1)

"As I mentioned previously the annual appraisal system for the Foundation Program seems a little excessive. There should be only one major piece of written work by the faculty in a three year contract rather than every year" (1)

"Can we cash in our casual leave?" (1)

"Clearer guidance and expectations from the university, and the hiring of management who are both educated and experienced in educational restructuring, even if this means hiring from regional countries or further abroad. Clarification as to the purpose of the Foundation Program. Currently, its purpose and mission is unclear and constantly changing. Support from the university and colleges is non-existent, and it has devolved into a baby-sitting service with low-expectations and little support" (1)

"I am happy with the department" (1)

"I have no suggestions to make at this time, as experience has shown me that this is either futile, or detrimental to my career at QU" (1)

"I would recommend that the Foundation Program hire qualified faculty and offer management/facilitator positions to faculty based on merit" (1)

"I'm in Foundation and can see that we would benefit from a different organizational structure. The head of the Foundation is the head of Embedded and Post Foundation besides Foundation, but Foundation has the least number of students and the least prestige. Also, the facilitators and liaisons need management or leadership training, so they can implement the most current management practices. Post Foundation should be located in the A & S English department, not in Foundation because it's a credit bearing course on university standards and accordingly, the teachers in Post Foundation should be paid more than the other departments because they are the ones teaching with expertise the most difficult material to high numbers of students" (1)

"Less paper work and focus on assessing both teachers and students. My Department is a big one so it would help new faces holding Admin positions. Therefore, I recommend that nobody should hold an admin. Job for more than three years. This will help bring new perspectives and insights" (1)

"More community building. People here do not feel connected and as if they are working toward a common goal. Things are disconnected, and frequently people seem to be disinterested in the larger goal of helping students. I think that this relates to their inability to see one another as part of the same team" (1)

"More transparency" (2)

"Our class sizes need to be smaller for us to be able to do our job correctly. This is not a trivial request; it is the most basic aspect of our program that needs to change for us to be able to offer students what they require" (1)

"Reduce faculty workload" (1)

"Selection system for administrative positions is not transparent. Administrative personnel are not selected on merit, qualifications, experience or evidence of satisfactory performance. Individuals, appointed as managers should be tested on their interpersonal skills and their aptitude to think logically. They also should provide rationale (and sometimes evidence from existing research in the field) to support their arbitrary decisions. The managers of our program should be willing to be receptive of constructive feedback for the sake of department's improvement, rather than perceiving faculty's comments as personal attacks. There is lack of constructive forum in the department (Foundation Program, and particularly, Post Foundation Program). It is crucial for the well-being of the department that management team has more faith in teachers, and is more interested in teaching, than in devising elaborate methods of control over teachers, with the sole aim to satisfy their small egos and to demonstrate their power" (1)

"The Head Of Department needs to be replaced" (1)

"The office space is very bad. It is depressing and the walls are so thin that every conversation, door opening, or phone ringing causes a distraction. This is a serious problem when the work we are doing is very detail-oriented and expected to be precise. Also, there is no natural light, no window, and no greenery. Eight hours a day in this environment starts to feel very institutional and is unpleasant. I don't know if it is feasible to ask that windows somehow be installed, but, at the very least, every office should have plants." (1)

"There seems to be a mismatch on the Foundation Program. Some teachers are asked to teach 15 hours whilst others only get 6. Once again there needs to be fairness / transparency on the workload teachers get. At the moment there seems to be a lot of mismanagement. it is a very immature way of distributing the workload. As more teachers are desperately needed especially in the Embedded Program courses to teach, we are seeing a lot of teachers being given other unknown duties and reduced teaching hours. There are two facilitators for Embedded Program when only one is really needed. There are more 'liaison officers' and possibly with reduced teaching hours, many more 'facilitators' with reduced teaching hours. Many more than the year before. These teachers are really needed to teach in the classrooms. It seems to me we have enough teachers, but the workload is unevenly distributed. Some people have one or two classes, whilst others have three. Some people have 37 students in the class whilst others have 20." (1)

"There seems to be many announcements in many different places (i.e. email, blackboard, myQU, "program" central etc.). It would be efficient to limit all of these announcements to one medium" (1)

What suggestions can you offer to improve your department?

"* Reduce class size. * Let me focus on teaching and less on my FPRDS requirements or/ and * Reduce the number of required reports for FPRDS *Provide course related PD and It training more often" (1)

"Give me positive support" (2)

"I have been very pleased with the support and guidance I've had from management. The curriculum objectives and the student learning outcomes are clear and appropriate. The assessment is fairly weighted and the tools used are effective. The Management has also provided excellent opportunities for professional development" (1)

"Management is not open to constructive ideas. They get hostile if you try to express ideas in a civilized manner. There are no forums in which we can constructively express ideas on how to improve teaching etc. There is no management review by faculty. They review us so we should review them. How can they improve if they are not reviewed by faculty? Administration reviews management performance but if the faculty who works under them does to have the chance to appraise them, how can their appraisals be valid" (1)

"Not much. I was new to this country, and to this institution, but they provided little training or support in acclimating me to the environment. Most of what I learned came from trial and error, and luckily I didn't make any large mistakes. However, a lot more could be done in terms of leadership in building community and making new hires feel welcome" (1)

"Our management is helpful, fair and supportive to a large extent. I feel that if an issue arises, they do their best to handle it quickly and effectively. Also, things generally run well on a daily basis - which is no small feat to accomplish, given the circumstances they are working with" (2)

"The management is new and so do I. The management seems to be trying to do their best and I was never in direct contact with them in order to evaluate them. The course facilitators are helpful" (1)

"They believed in me and cared. Management took the time to discuss career goals" (1)

"They provided the collaborative curriculum seminars, so we could meet regularly whereby the faculty instructs each other on specific topics related to our curriculum two weeks in advance. Also, faculty could make suggestions for improvement" (1)

"They are in constant contact with us and our relationship with them friendly and fraternal and mutual respect" (1)

Appendix (D): Employee Satisfaction Survey Questionnaire



مكتب التخطيط و التطوير المؤسسي
Office of Institutional Planning
And Development

Employee Satisfaction Survey: 2012- 2013

استبانة رضا أعضاء هيئة التدريس والموظفين بجامعة قطر للعام 2012- 2013

الزملاء الكرام

تدرك جامعة قطر أهمية آراء أعضاء هيئة التدريس، والموظفين في تحسين الخدمات الأكاديمية والمساعدة. ومن ثم، فإن استبانة رضا أعضاء هيئة التدريس والموظفين تعبّر عن مستوى رضاكم بشأن نواحي متعددة كالخدمات الإدارية و التدريس والبحوث وعملية صنع القرار وقاعات الدراسة والمرافق والبيئة الجامعية. لذا، فإن إجاباتكم مهمة لدينا وسوف نتعامل مع بياناتكم القيمة بسرية تامة. يرجى اختيار أفضل الإجابات التي تعبر عن مستوى رضاكم، مع اختيار إجابة "لا ينطبق" في حالة عدم انطباق العبارة. ولكم جزيل الشكر على مشاركتكم.

Dear colleagues,

Qatar University values your opinion in all aspects of its activities. The Employee Satisfaction Survey captures your current level of satisfaction on various aspects of administrative services, teaching, research, classrooms, decision making process, facilities, and campus environment; it is time to voice your opinion. Your input is valued and will be kept confidential. Please select the best answer that suites you and check "Not Applicable" if the item is not applied to you. Thank you.

Abbreviation used in the Survey

VPCAO	Office of Vice President and Chief Academic Officer	VPCFO	Office of Vice President & Chief Financial Officer
OFID	Office of Faculty and Instructional Development	BOD	Business Operation Department
OAR	Office of Academic Research	HR	Human Resources Department
ITS	Information Technology Services	FPRS	Faculty Performance Review System

الوظيفة Job Faculty (Teaching / research) Admin Staff موظف
Faculty (Only research) عضو هيئة إداري

يرجى تقييم مدى رضاكم عن العبارات التالية/ Please rate your level of satisfaction with the following items/

Section I: Major Initiatives (SP, Policies) القسم الأول: الخطة الاستراتيجية والسياسات	Strongly Satisfied راض جدا	Somewhat Satisfied راض الى حد ما	Somewhat Dis Satisfied غير راض الى حد ما	Strongly Dis Satisfied غير راض جدا	Not Applicable لا ينطبق
Positive change due to the QU Strategic Plan التغيرات الإيجابية الناتجة عن التخطيط الاستراتيجي للجامعة	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Policies and procedures in the Faculty/Personnel handbook سياسات و إجراءات الجامعة في دليل عضو هيئة التدريس/ الموظف	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Duration of my contract/ مدة العقد	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Promotion policies and procedures سياسات وإجراءات الترقية	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Received promotion الترقية التي حصلت عليها	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any suggestions or recommendation to improve strategic plan and Policies

نرجو إضافة أية مقترحات أو توصيات لتحسين الخطة الاستراتيجية والسياسات :

Section II: VPCAO, VPCFO (HR Department) القسم الثاني: مكتبي نائب ريس الجامعة لشئون الأكاديمية ومكتب نائب رئيس الجامعة للشئون الإدارية (الموارد البشرية)	Strongly Satisfied راض جدا	Somewhat at Satisfied راض الى حد ما	Somewhat Dis Satisfied غير راض الى حد ما	Strongly Dis Satisfied غير راض جدا	Not Applicable لا ينطبق
Services provided by HR department الخدمات التي تقدمها إدارة الموارد البشرية	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Usefulness of HR website فاعلية موقع إدارة الموارد البشرية	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salary الراتب	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefits of health insurance منافع التأمين الصحي	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefits for child education مزايا تعليم الأطفال	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Annual appraisal التقييم السنوي					
Increment based on my annual appraisal العلاوة التي حصلت عليها حسب تقييمي السنوي	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Orientation process إجراءات التوجيه والارشاد في العمل	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clear assigned objectives for work وضوح الأهداف المحددة للعمل	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of financial support for attending conferences, seminars, workshops and trainings. الدعم المالي لحضور المؤتمرات والندوات وورش العمل	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The following Item for Faculty Only					
Faculty development opportunities فرص التنمية المهنية	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Faculty Performance Review Electronic System (FPRS) النظام الإلكتروني لمراجعة أداء أعضاء هيئة التدريس	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reflection of my research in my appraisal performance انعكاس أبحاثي في تقييم ادائي	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fairness of Faculty Performance Review System (FPRS) عدالة نظام متابعة أداء عضو هيئة التدريس					
The following Items for Employee Only:					
Development of professional skills relevant to	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

work تنمية المهارات الوظيفية المرتبطة بمجال العمل					
Career development plan within Qatar university التطوير الوظيفي من خلال التدريب بجامعة قطر	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training opportunities فرص التدريب لمقدمة	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of training received (Internal) جودة التدريب (داخليا)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of training received (External) جودة التدريب (خارجيا)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job title and job description المسمى والتوصيف الوظيفي	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working hours العمل ساعات	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any suggestions or recommendation to improve HR services

نرجو إضافة أية مقترحات أو توصيات لتحسين خدمات الموارد البشرية

Section III: Business Operation Department (BOD) القسم الثالث: إدارة العمليات والمرافق الجامعية	Strongly Satisfied راض جدا	Somewhat Satisfied راض الى حد ما	Somewhat Dis Satisfied غير راض الى حد ما	Strongly Dis Satisfied غير راض جدا	Not Applicable لا ينطبق
Campus safety السلامة في الحرم الجامعي	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Campus security (lost & found, entry & exit, and availability of security staff) الأمن في الحرم الجامعي (المفقودات والموجودات ، الدخول والخروج ، وتواجد موظفي الأمن)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of on-campus parking توافر العدد المناسب من مواقف السيارات داخل الجامعة	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Location of campus parking مواقع مواقف السيارات	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintenance of buildings صيانة المباني	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintenance of landscape صيانة المرافق الخارجية للجامعة	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintenance of student labs صيانة المعامل الطلابية	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintenance of office space صيانة أماكن العمل	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Office space and work station مساحة المكتب	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any suggestions or recommendation to improve BOD services

نرجو إضافة أية مقترحات أو توصيات لتحسين خدمات إدارة العمليات والمرافق الجامعية

Section IV: Education Support Services (OFID, Library, ITS) القسم الرابع: خدمات الدعم التعليمي (المكتبة - ادارة تقنيات المعلومات- مكتب التنمية المهنية وتطوير عمليات التعليم)	Strongly Satisfied راض جدا	Somewhat Satisfied راض الى حد ما	Somewhat Dis Satisfied غير راض الى حد ما	Strongly Dis Satisfied غير راض جدا	Not Applicable لا ينطبق
Professional development activities provided by OFID أنشطة التنمية المهنية المقدمة من مكتب التنمية المهنية وتطوير عمليات التعليم	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OFID follow-up sessions on active learning, assessment strategies and technology جلسات المتابعة الخاصة بالتعلم النشط واستراتيجيات التقييم والتكنولوجيا المقدمة من مكتب التنمية المهنية وتطوير عمليات التعليم	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional development opportunities offered by the College فرص التنمية المهنية المقدمة من قبل الكلية	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adequacy of student lab equipment and software كفاية المعدات و البرامج الالكترونية في المعامل الطلابية	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technology is integrated in my teaching التكنولوجيا المدمجة في عملية تدريسي	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of services provided by ITS in general جودة الخدمات التي تقدمها إدارة تكنولوجيا المعلومات بشكل عام	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of services by the ITS department توفر الخدمات التي تقدمها إدارة تكنولوجيا المعلومات	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adequacy of library services (such as library sessions, ask a librarian service and so on كفاية الخدمات المتوفرة في المكتبة (الدورات المكتبية، والتعريف بالمكتبة	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of ITS internet services توافر خدمات الإنترنت التي تقدمها إدارة تكنولوجيا المعلومات	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of ITS internet services توافر خدمات الإنترنت التي تقدمها إدارة تكنولوجيا المعلومات	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prompt response of ITS Helpdesk staff استجابة موظفي مكتب خدمة المستخدمين بإدارة تكنولوجيا المعلومات	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quick response of technical staff to fix the services needed سرعة تنفيذ الفنيين للخدمات المطلوبة عند الحاجة إليها	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any suggestions or recommendations to improve Education Support Services (Library, ITS, OFID)
نرجو إضافة أية مقترحات أو توصيات لتحسين خدمات الدعم التعليمي (المكتبة - ادارة تقنيات المعلومات- مكتب التنمية المهنية وتطوير عمليات التعليم

القسم الخامس: دعم البحوث (خاص بأعضاء هيئة التدريس) (to be completed only by faculty) Section V: Research Support
فقط

Please assess the services and facilities provided by (OAR) in the following items يرجى تقييم الخدمات والتسهيلات المقدمة من قبل مكتب البحث الأكاديمي التالية:	Exceeded Expectations فوق المتوقع	Met Expectations متوقع	Needs Improvement يحتاج الى تحسين	Not Applicable لا ينطبق
Rules and regulations governing research are clear and comprehensive القواعد والقوانين الضابطة للبحث واضحة وشاملة	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Research rules/regulations are applied in a fair way with no discrimination. تطبيق القوانين البحثية بعدالة ودون تمييز	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Research administration staff have the sufficient experience to monitor/supervise research لدى موظفي ادارة البحوث الخبرة الكافية لإدارة الابحاث	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adequacy of the internal financial support كفاية الدعم المالي الداخلي للبحوث	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Colleges encouragement to faculty for conducting research تشجيع الكليات لأعضاء هيئة التدريس على إجراء البحوث.				
Services provided by Procurement Department الخدمات المقدمة من إدارة المشتريات	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Services provided by Finance Department الخدمات المقدمة من إدارة الشؤون المالية	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Services provided by HR Department الخدمات المقدمة من إدارة الموارد البشرية.				
Maintenance/ الصيانة	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizing conferences / تجهيز المؤتمرات	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Equipment/ المستلزمات	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall satisfaction on development in services offered by the research administration الرضى العام عن التطور في الخدمات المقدمة من ادارة البحوث	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any suggestions or recommendation to improve research services

نرجو إضافة أية مقترحات أو توصيات لتحسين الخدمات البحثية

Section VI: Teaching (to be completed only by faculty) القسم السادس: التدريس (خاص بأعضاء هيئة التدريس فقط)	Strongly Satisfied راض جدا	Somewhat Satisfied راض الى حد ما	Somewhat Dis Satisfied غير راض الى حد ما	Strongly Dis Satisfied غير راض جدا	Not Applicable لا ينطبق
The ratios allocated by my college to teaching, research and community services النسب المخصصة من قبل الكلية للتدريس والبحث وخدمة الجامعة والمجتمع	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Students Learning Outcomes defined for the educational program that I am affiliated with مخرجات التعلم لطلبة البرنامج التعليمي الذي أعمل فيه	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Student Learning Outcomes of the Core Curriculum Program at the University Level مخرجات التعلم الطلبة الخاصة ببرنامج المتطلبات العامة على مستوى الجامعة	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support from TA's الدعم من قبل مساعدي التدريس	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My instructional contribution is reflected in my appraisal performance (New) تقييم أدائي مساهماتي التعليمية ينعكس في (New) في تقييم أدائي	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reflection of my instructional contribution in my appraisal performance/ انعكاس مساهماتي التعليمية في تقييم أدائي ادائي	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any suggestions or recommendation to improve the Teaching at QU.

نرجو إضافة أية مقترحات أو توصيات لتحسين التدريس بجامعة قطر

Section VII: Campus Life القسم السابع: الحياة الجامعية	Strongly Satisfied راض جدا	Somewhat Satisfied راض الى حد ما	Somewhat Dis Satisfied غير راض الى حد ما	Strongly Dis Satisfied غير راض جدا	Not Applicable لا ينطبق
Social activities QU organizes on campus الأنشطة الاجتماعية التي تنظمها الجامعة في الحرم الجامعي	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social relationship with other employees التواصل الاجتماعي مع الزملاء في الجامعة	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any suggestions or recommendation to improve Campus Life.

نرجو إضافة أية مقترحات أو توصيات لتحسين الحياة الجامعية

القسم الثامن: قسم الخدمات الطلابية Section VIII: Student Services Dept. الخدمات الطلابية	Strongly Satisfied راض جدا	Somewhat Satisfied راض الى حد ما	Somewhat Dis Satisfied غير راض الى حد ما	Strongly Dis Satisfied غير راض جدا	Not Applicable لا ينطبق
Availability of dining facilities مرافق تناول الأطعمة	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of varieties of food تنوع الأطعمة المقدمة	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of food services جودة خدمات الأطعمة	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost (price) of food تكلفة الأطعمة المقدمة	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recreational activities الأنشطة الترفيهية	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any suggestions or recommendation to improve student services.

نرجو إضافة أية مقترحات أو توصيات لتحسين الخدمات المقدمة من قسم الخدمات الطلابية

القسم التاسع: المرافق الترفيهية / Section IX: Recreational facilities /

هل تستخدم المرافق الرياضية؟ نعم لا / Have you ever used the GYM facility? Yes/ No

	Strongly Satisfied راض جدا	Somewhat Satisfied راض الى حد ما	Somewhat Dis Satisfied غير راض الى حد ما	Strongly Dis Satisfied غير راض جدا	Not Applicable لا ينطبق
Annual membership fees رسوم العضوية السنوية	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assistance and guidance of sport facilities staff المساعدة والارشاد المقدمة من قبل موظفي المرافق الرياضية	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The conditions of the sports facilities (cleanliness and readiness to be used) وضع المرافق من حيث النظافة و الجاهزية للاستخدام	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff of the sports facilities are helpful and friendly مساعدة موظفي المرافق الرياضية و طريقة تعاملهم معي	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Safety of Gym facilities السلامة في مرافق النادي الرياضي	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of medical facilities for first aid توافر المرافق الطبية لتقديم الاسعافات الأولية	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of equipment(s)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add any suggestions or recommendation to improve Recreational facilities.

نرجو إضافة أية مقترحات أو توصيات لتحسين المرافق الترفيهية

General Questions أسئلة عامة	Strongly Satisfied راض جدا	Somewhat Satisfied راض الى حد ما	Somewhat Dis Satisfied غير راض الى حد ما	Strongly Dis Satisfied غير راض جدا	Not Applicable لا ينطبق
Fair treatment العدل في التعامل	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Equal treatment المساواة في التعامل	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job security الأمن الوظيفي	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Secretarial support/assistance أعمال الدعم والمساعدة المكتبية	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mentoring of new employee توجيه الموظفين الجدد	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall Work environment بيئة العمل بشكل عام	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall job satisfaction الرضا الوظيفي بشكل عام	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of the requirements needed to do the job توافر المتطلبات اللازمة للعمل	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job motivation by direct manager الدافعية والتحفيز في العمل من قبل المدير المباشر	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
QU's reputation within the community سمعة الجامعة في المجتمع	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to express my ideas freely about the university إمكانية التعبير بحرية عن آرائي بالجامعة	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing allowance (only for employees without government housing) بدل السكن (لغير الحاصلين على سكن حكومي)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Open Questions أسئلة مفتوحة

11.1 What suggestions can you offer for improvement in both the department and the position?

ما الاقتراحات التي يمكنك تقديمها لتحسين كل من الإدارة والوظيفة التي تعمل بها؟

11.2 What, if anything, did your management do to help you succeed in your position?

ما الذي قدمه لك المسئولون عن إدارتك لمساعدتك على النجاح في وظيفتك؟

Thank you for your contribution نشكركم على المشاركة

المشاركة