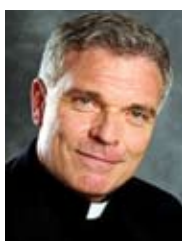


# Faculty & Staff OPINION SURVEY

February 2008



FELLOW LOYOLANS,

In December, I sent you a note providing an overview of the results from Loyola's first University-wide faculty and staff opinion survey. Just to reiterate, we had a tremendous response of nearly 70 percent. As I mentioned in the earlier message, the survey pointed out many strengths, but also suggested areas where improvement would be beneficial.

This newsletter serves as an update and provides some specific results that highlight both our strengths and areas of opportunity, as well as how we measure up against other universities and organizations across the country.

In the coming weeks, we will determine which opportunity areas to focus our resources and time on, and action plans will follow. I am confident these plans will move the needle on the areas that need attention, and will help advance our organization, making it a positive and vibrant workplace for everyone. Already, motivated Loyolans within individual schools, departments, and divisions are busy working on aspects of the survey that impact their area most significantly.

Given the great response rate, it is obvious there is dedication and commitment to our shared University community. I'm more optimistic than ever about the future of Loyola, and it gives me great pleasure to see that the majority of you feel the same way.

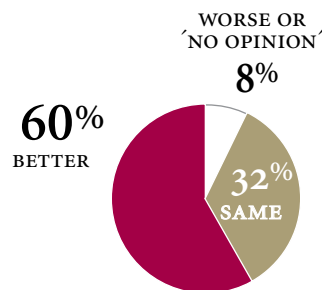
Thank you again for your willingness to participate and I hope your enthusiasm and commitment to this process continues as we determine, and later implement, the necessary action plans.

Sincerely,

Michael J. Garanzini, S.J.  
President, Loyola University Chicago

## OPTIMISM

Most believe the University will change for the better or stay the same.



THE FOLLOWING CHARTS detail some of the key learnings derived from the opinion survey of Loyola faculty and staff members. When conducting an opinion survey, it is important to provide respondents with an easy-to-use, confidential reporting process. Doing so ensures a larger participation rate, and the higher the participation rate, the more valid the results.

Benchmarking is equally important, and Loyola has chosen to compare itself against two Towers Perrin-ISR (survey vendor) databases: the University Norm and U.S. National Norm. By comparing its data against these norms, the University is able to put its results into context and provide you with survey results that are more meaningful.

## LUC results vs. UNIVERSITY NORM

The Towers Perrin-ISR University Norm is a weighted average of nearly 15,000 faculty and staff opinions from universities such as the University of Chicago, University of Florida, University of Notre Dame, and Stanford University.

**MOST FAVORABLE ITEMS:** Compared to universities in this database, Loyolans feel very strongly about their University's mission, and say Loyola's core values are very clear. This finding is especially important because research has shown that mission is a key driver of engagement among faculty and staff members.

CATEGORY	QUESTION	% FAV.	% DIFF. VS. NORM
MISSION	47. The University's core values are clear.	82	+28
MANAGEMENT	6. I believe management's decisions are consistent with the University's mission.	64	+27
IMAGE	27. Loyola University Chicago is highly regarded by the Chicago community.	80	+15
TALENT MANAGEMENT	51. I think the University is doing a good job of retaining its most talented people.	43	+13
STRATEGY & DIRECTION	17. I believe management has a clear vision for the future of the University.	66	+13

**LEAST FAVORABLE ITEMS:** Loyolans' unfavorable view of pay and benefits is significantly lower than universities in the database. There is also an unfavorable view amongst staff members regarding the availability of training opportunities that would allow respondents to improve the skills that enhance job performance.

CATEGORY	QUESTION	% FAV.	% DIFF. VS. NORM
PAY & BENEFITS	28. From what I hear, our benefits are as good as or better than the benefits in other similar universities.	44	-14
STAFF SUPPLEMENT	25. There are sufficient opportunities for me to receive training to improve my skills in my current job.	60	-7
PAY & BENEFITS	40. From what I hear, our pay is as good as or better than the pay in other similar universities.	30	-6
RESOURCES & EFFICIENCY	4. I have the equipment and tools I need to do my job effectively.	69	-2*
TEAMWORK	1. There is effective sharing of information across departments and schools.	38	-1*

# LUC results vs. U.S. NATIONAL NORM

The Towers Perrin-ISR U.S. National Norm is a weighted average of employee survey results from 129 organizations (profit, non-profit, large and small businesses) across a cross-section of industry sectors in the United States.

**MOST FAVORABLE ITEMS:** The survey revealed that Loyolans believe the University has a positive image in the Chicago community, and that most think their immediate manager is accessible to them. Question 57, a negatively worded statement, received a low favorable response, meaning most Loyolans agree they learn about University plans via the proper internal channels, rather than via rumor.

CATEGORY	QUESTION	% FAV.	% DIFF. VS. NORM
IMAGE	27. Loyola University Chicago is highly regarded by the Chicago community.	80	+10
MANAGEMENT	57. I hear about University plans via rumors, rather than proper channels. (N)	33	+7
IMMEDIATE MANAGER	50. My manager is available when needed.	86	+6
RESOURCES & EFFICIENCY	59. My work schedule/requirements allow sufficient flexibility to meet my personal/family needs.	79	+4
TALENT MANAGEMENT	60. The University appears to be placing sufficient emphasis on recruiting a diverse staff and faculty.	61	+4

**LEAST FAVORABLE ITEMS:** The Pay and Benefits category claimed three of the five lowest-rated items compared to the U.S. National Norm. Concerns about senior leadership's ability to communicate in a timely and complete manner, and a feeling that there is a lack of effective sharing of information across departments and schools, were also raised.

CATEGORY	QUESTION	% FAV.	% DIFF. VS. NORM
PAY & BENEFITS	28. From what I hear, our benefits are as good as or better than the benefits in other similar universities.	44	-23
PAY & BENEFITS	40. From what I hear, our pay is as good as or better than the pay in other similar universities.	30	-16
LEADERSHIP	70a. With all things considered, how good a job is University senior leadership doing in the following areas: communicating with people in a timely and complete manner.	41	-12
TEAMWORK	1. There is effective sharing of information across departments and schools.	38	-10
PAY & BENEFITS	69. How good a job do you feel the University is doing in matching pay to performance?	25	-8

\* NOT A STATISTICALLY SIGNIFICANT DIFFERENCE

# Frequently asked QUESTIONS

**Q: When was the survey conducted and who was invited to participate?**

Eligible participants completed the survey online between September 10–30, 2007. Paper surveys were also provided for staff and faculty members that did not have computer access.

All full-time faculty and full- and part-time staff members on the Water Tower, Lake Shore, and Rome Center campuses were invited to participate. Niehoff School of Nursing faculty and staff members located on the Medical Center Campus were also included. The cut-off date for adding new employees to the survey's distribution list was August 27, 2007.

**Q: How was confidentiality maintained?**

Confidentiality was maintained in two ways. One, Towers Perrin-ISR, our survey vendor, directly delivered the survey electronically to the majority of the participants. Their server also stored the survey results, thus no one at Loyola had access to any of the individual responses.

A second measure of confidentiality was provided through the reporting process. A minimum of 10 responses was required before a school/division could receive a survey report for their area. In addition, the comments that were made at the end of the survey were “scrubbed,” meaning the identifying information was deleted prior to the comment reports being generated.

**Q: Will the survey be conducted again?**

Yes, the opinion survey will be conducted every two years.

**Q: What happens next?**

From a broad perspective, the University's senior leadership

will continue to review the data and work with Human Resources to plan and implement University-wide initiatives.

On the departmental level, each school/division has designated a planning coordinator that is responsible for reviewing their area's specific data. In the coming weeks, your planning coordinator and senior leader will give you an overview of your school/division's strengths and areas for improvement, and an action plan will be developed to address the unique needs of your specific area.

**Q: What does this mean to me? What impact will this have on my work life?**

Each Loyolan should keep two points in mind. First, Loyola University Chicago cares about creating and maintaining a work environment where the unique talents and perspectives of each person are not only valued, but also contribute to the University's mission. This opinion survey is one way of determining whether we are achieving that goal.

Second, each of us can use the information from this survey to make a difference in Loyola's future. While the survey revealed many things to celebrate, there are also areas of improvement where each of us can make a difference. Whether it's volunteering to work with your area's planning coordinator or helping improve cooperation across departments, each of us can make Loyola an even better place to work.

## TOWN HALL MEETINGS

Human Resources invites all faculty and staff to discuss University-wide survey results and updates on action planning.

**Feb. 26**

- 11:30 a.m.–12:30 p.m.
- Simpson MPR (LSC)

**Feb. 28**

- 11:30 a.m.–12:30 p.m.
- Beane Hall (WTC)

## FOR MORE INFORMATION

Contact Jorene Richards, Human Resources Division, at ext. 8-3145 or visit [LUC.edu/hr/Opinion\\_Survey.shtml](http://LUC.edu/hr/Opinion_Survey.shtml)

