



LOYOLA
UNIVERSITY
CHICAGO

2007 Faculty & Staff Opinion Survey

Overall Results Highlights

February 2008

Jorene Richards, Manager Training & Development

Agenda

- Background on the survey project
- Snapshot: Loyola survey results
- Loyola University Chicago vs. external norms
- Internal variations of results
- What's driving engagement in Loyola University Chicago?
- Other areas of interest
- Results to Action stage

What is an opinion survey?

This type of survey measures faculty and staff opinions of the workplace and their link with their organization's business performance and strategic objectives.

What is the value of conducting an opinion survey?

- **Opinion surveys are based on research that draws a causal link between employees' opinion of the culture of their organization and outcomes like job satisfaction, employee morale, productivity, customer satisfaction and the company's financial performance.**
- **Surveys help identify the unique strengths and specific opportunities for improvement that can impact the organization's success.**

What is the value of conducting an opinion survey?

- **Align strategy and planning with faculty and staff**
- **Improve retention of top performers**
- **Measure performance and identify improvement opportunities for internal service functions such as communications, training, human resources and information technology**

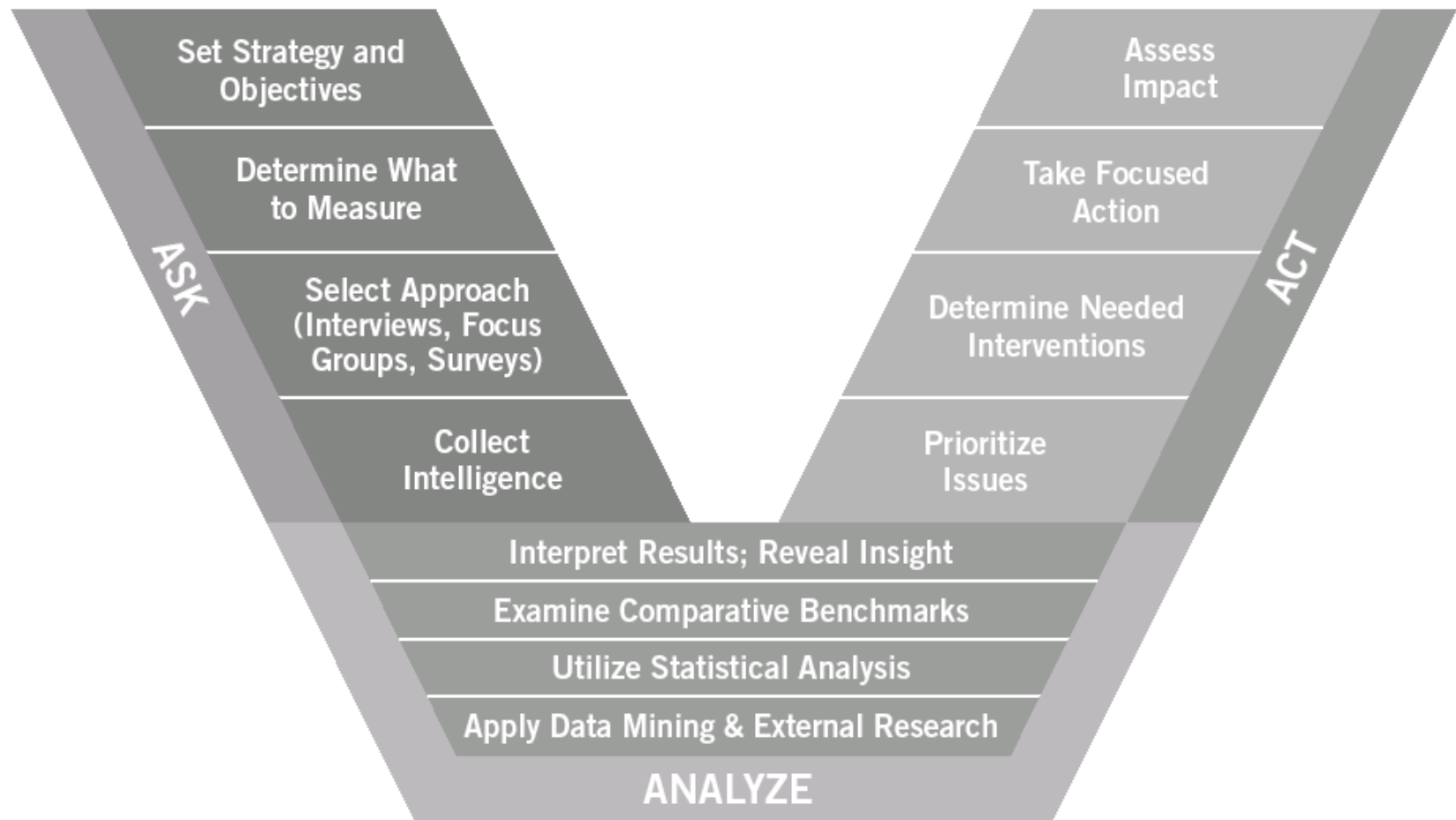
Why is Loyola University conducting an opinion survey?

- **We have “*turned the corner*” on challenging times.**
- **The survey will identify our weaknesses so they can be addressed and uncover our strengths so we can leverage these attributes.**

“For organizations and employees alike, the only real security is the ability to grow, change and adapt.”

Kearney

The Survey Process: ISR's Core Approach



Survey Background

- Core survey of 69 questions measuring 13 themes
- Plus supplements for Faculty and Staff groups
- Draft survey pre-tested in August

Talent Management	<i>Recruiting, promoting, retaining, developing diverse talent</i>
Engagement	<i>How employees Think, Feel and Act towards Loyola</i>
Immediate Manager	<i>Communicates, is available, recognizes, gives feedback</i>
Leadership	<i>Senior Leader direction, communication and decisions</i>
Management	<i>Direction, communication and decisions</i>
Mission	<i>Social responsibility, integrity, values</i>
Pay & Benefits	<i>Competitive pay & benefits, pay for performance</i>
Quality & Excellence	<i>Commitment to excellence, quality, service</i>
Resources & Efficiency	<i>Tools, working conditions, schedule, efficient operations</i>
Respect & Care	<i>Informed, involved, respected</i>
Strategy & Direction	<i>Clear vision and goals, managing change</i>
Teamwork	<i>Cooperation, sharing of information</i>
Image	<i>Reputation, attracting quality students, faculty and staff</i>
Faculty Supplement	<i>Collaboration, mentoring</i>
Staff Supplement	<i>Training, staffing, performance reviews</i>

Headlines

- Strong, positive results compared to University norm, more opportunities for improvement when compared to the US National norm
- Good levels of employee engagement (on par with US average)
- Slight variation in results from faculty & staff, with faculty less favorable about whether there is a clear vision for the future.
- Key overall strengths include clear vision, values, and connection to Mission, high degree of optimism for the future, immediate manager, recruiting diverse staff and faculty, clear department priorities/projects/initiatives, awareness of social responsibility
- Key overall opportunities include involving employees in decisions, fair decisions aligned with Mission, managing change, operating with integrity with employees and students, competitive pay and benefits, equipment/tools/working conditions.

High Participation Rate

Survey Administered: September 17 – October 1

	Completed Surveys	% Returned
Loyola University Chicago	1127	67%
Faculty	443	
Staff	693	
Lake Shore Campus	681	
Water Tower Campus	431	
Rome Center / Maywood	16	

Towers Perrin-ISR's global average return rate is 72%

Loyola University Chicago Compared to External Norms

Towers Perrin-ISR Norms

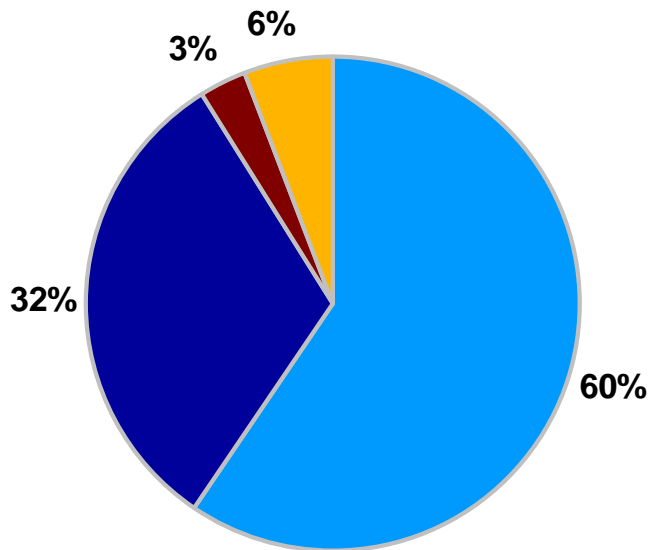
- The **Towers Perrin-ISR U.S. National Norm** is a weighted average of employee survey results from a cross-section of industry sectors in the U.S. It included data from over 158,000 employees from organizations such as PetSmart, Mattel and Wrigley.

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

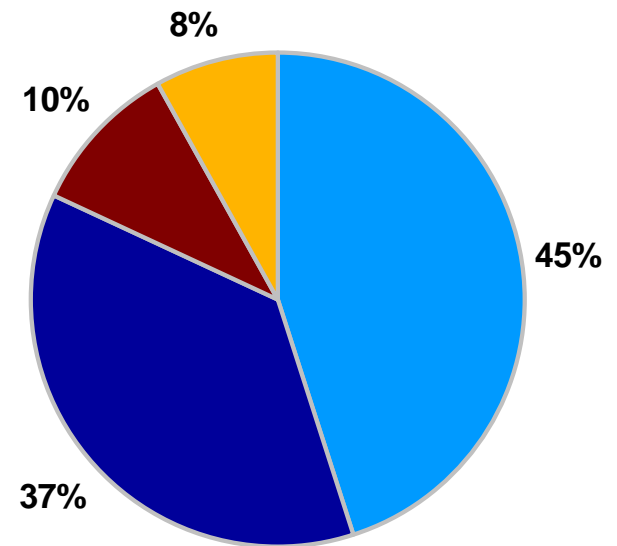
Optimism: Most believe the University will change for the better or stay the same

Looking ahead to the next year or so, I think Loyola University Chicago will change for:

Loyola University Overall



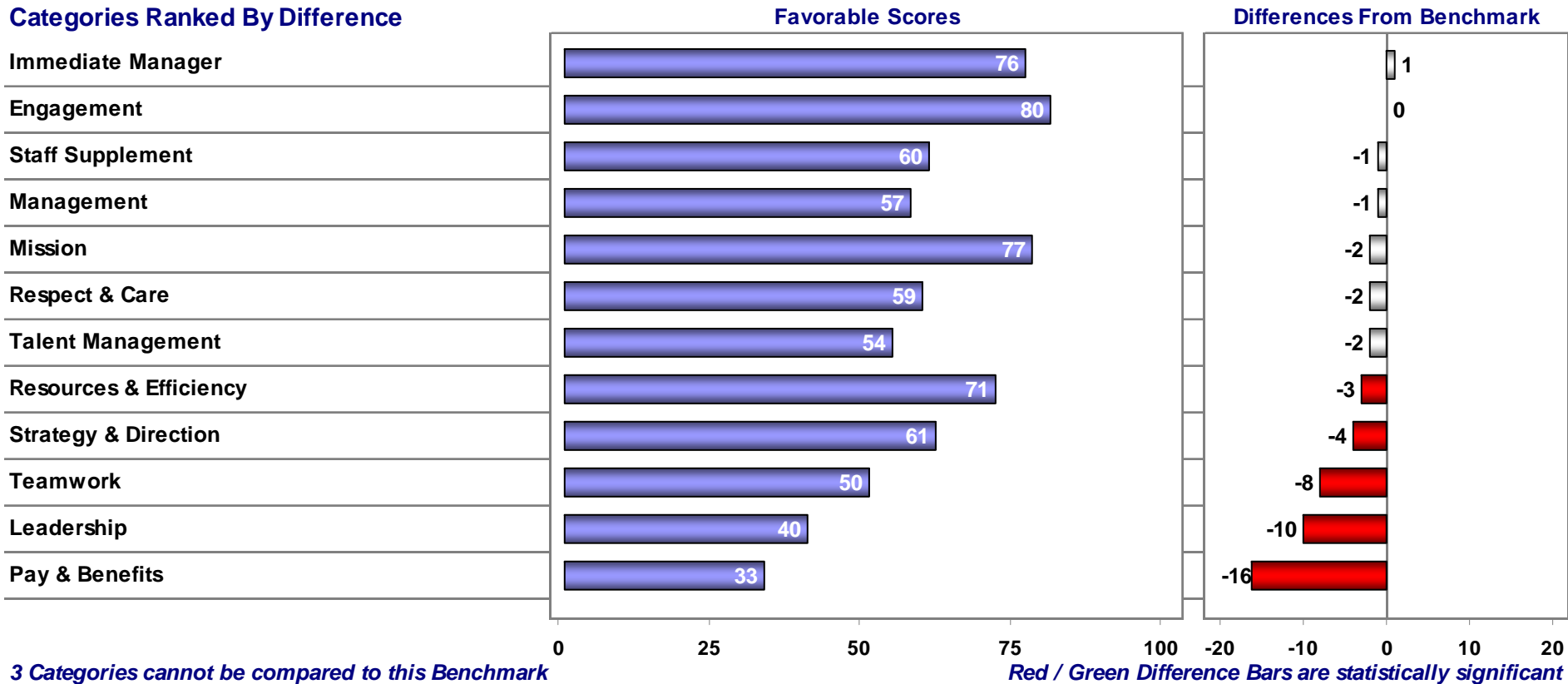
US National Norm



-  Better
-  Same
-  Worse
-  No Opinion

Comparison to US National Norm

Categories Ranked By Difference



The **Towers Perrin-ISR U.S. National Norm** is a weighted average of employee survey results from 129 organizations across a cross-section of industry sectors in the U.S. It includes data from over 158,000 employees from organizations such as Chevron, Citibank, Mattel, Merck, Visa, and Wrigley.

Most Favorable Items vs. U.S. National Norm

			% 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*

**A statistically significant difference*

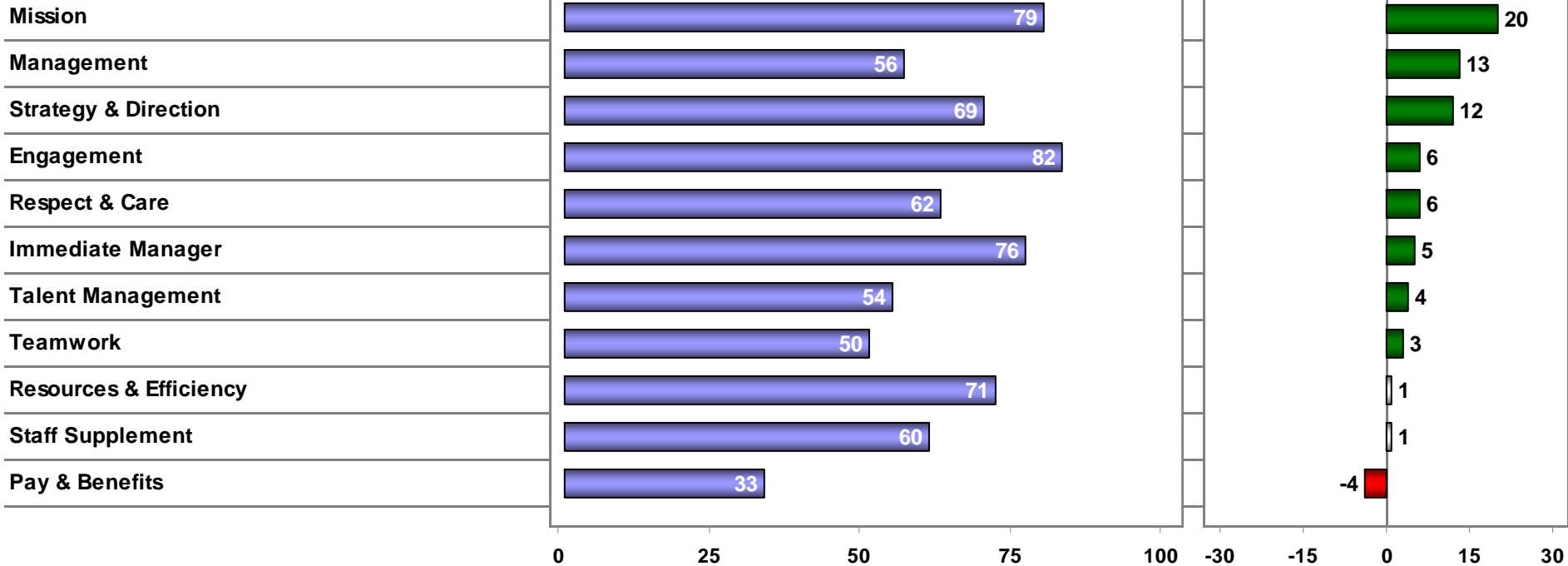
Least Favorable Items vs. U.S. National Norm

			% 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*

**A statistically significant difference*

Comparison to University Norm

Categories Ranked By Difference



4 Categories cannot be compared to this Benchmark

Red / Green Difference Bars are statistically significant

The **Towers Perrin-ISR University Norm** is a weighted average of nearly 15,000 faculty and staff opinions from 9 universities such as University of Chicago, University of Florida, Notre Dame University, and Stanford University.

Most Favorable Items vs. University Norm

			% 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*

**A statistically significant difference*

Least Favorable Items vs. University Norm

			% 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

**A statistically significant difference*

Driver Summary

Opportunities to Improve

- Integrity dealing with employees & students
- Managing change
- Involvement in decisions
- Faculty less favorable about building world-class university

Strengths to Leverage

- Social responsibility
- Clear values and connection to Mission
- Clear vision & goals
- Optimism
- Immediate manager

Overall Summary

	Opportunities to Improve	Strengths to Leverage
Key Drivers	<ul style="list-style-type: none">• Integrity dealing with employees & students• Managing change• Involvement in decisions• Faculty less favorable about building world-class university	<ul style="list-style-type: none">• Social responsibility• Clear values and connection to Mission• Clear vision & goals• Optimism• Immediate manager
Other Important Categories	<ul style="list-style-type: none">• Cooperation & information sharing• Senior leadership communications & prompt decisions• Competitive pay, benefits• Matching pay to performance• Equipment, tools, working conditions• Fair decisions aligned with Mission• Management trust of employee judgement	<ul style="list-style-type: none">• Opportunity for development & career growth• Recruiting diverse staff and faculty• Clear understanding of department priorities & initiatives• Overall, department/school are well-managed• Flexible work schedule

Internal Variation of Results

Results by Campus

A. LOYOLA UNIVERSITY CHICAGO OVERALL (1155)		C. WATER TOWER (431)			
B. LAKE SHORE (681)		D. LOYOLA UNIVERSITY CHICAGO OVERALL: OTHER (16)			
		<i>Values displayed are based on Total Favorable</i>		<i>Colored Cells indicate a statistically significant difference</i>	
#	Category	A	B	C	D
1	Talent Management	54	-2	4	-6
2	Engagement	79	-2	4	3
3	Immediate Manager	75	2	-2	4
4	Leadership	42	-5	9	3
5	Management	57	-2	4	-3
6	Mission	74	-3	5	8
7	Pay & Benefits	43	-3	6	-12
8	Quality & Excellence	75	-1	2	6
9	Resources & Efficiency	72	-2	4	-15
10	Respect & Care	61	-4	7	2
11	Strategy & Direction	64	-5	8	5
12	Teamwork	65	0	1	1
13	Image	63	-1	2	10

Results by Length of Service

- A. LOYOLA UNIVERSITY CHICAGO OVERALL (1155)
- B. < 1 YR SERVICE (150)
- C. 1 < 3 YRS SERVICE (247)
- D. 3 < 5 YRS SERVICE (129)

- E. 5 < 10 YRS SERVICE (173)
- F. 10 < 15 YRS SERVICE (92)
- G. 15 < 20 YRS SERVICE (119)
- H. 20+ YRS SERVICE (225)

		<i>Values displayed are based on Total Favorable</i>				<i>Colored Cells indicate a statistically significant difference</i>			
#	Category	A	B	C	D	E	F	G	H
1	Talent Management	54	6	4	1	2	-9	-9	-1
2	Engagement	79	5	1	2	1	-4	-4	-2
3	Immediate Manager	75	4	1	1	-1	-4	-3	3
4	Leadership	42	5	6	9	-2	-9	-7	-5
5	Management	57	6	3	6	1	-9	-8	-2
6	Mission	74	6	5	4	1	-3	-7	-6
7	Pay & Benefits	43	2	4	2	4	-3	-7	-5
8	Quality & Excellence	75	3	1	2	2	-3	-5	0
9	Resources & Efficiency	72	5	0	2	1	-2	-2	-1
10	Respect & Care	61	11	5	5	1	-12	-9	-6
11	Strategy & Direction	64	4	5	7	3	-6	-7	-7
12	Teamwork	65	5	-1	0	2	-5	-2	1
13	Image	63	1	0	0	5	-3	-5	0

Results by Gender

Loyola University Chicago LOYOLA UNIVERSITY CHICAGO OVERALL (1155)

Category Scores By Gender

A. LOYOLA UNIVERSITY CHICAGO OVERALL (1155)

C. MALE (524)

B. FEMALE (603)

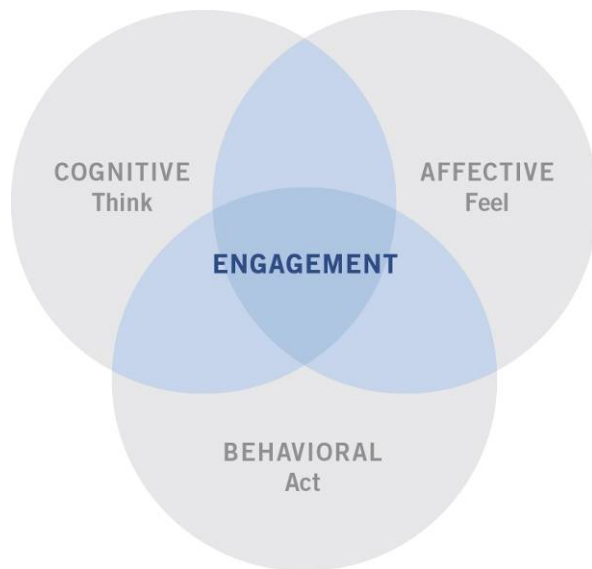
Values displayed are based on Total Favorable

Colored Cells indicate a statistically significant difference

#	Category	A	B	C
1	Talent Management	54	-1	1
2	Engagement	79	2	-3
3	Immediate Manager	75	0	0
4	Leadership	42	-1	1
5	Management	57	0	0
6	Mission	74	2	-2
7	Pay & Benefits	43	0	0
8	Quality & Excellence	75	1	0
9	Resources & Efficiency	72	3	-2
10	Respect & Care	61	1	-1
11	Strategy & Direction	64	3	-4
12	Teamwork	65	1	0
13	Image	63	2	-3

Faculty & Staff Engagement

Loyola University Chicago 2007 Engagement Index



Towers Perrin-ISR has developed a robust approach to measuring employee engagement...

THINK

- I believe strongly in the Mission and Promise of Loyola University Chicago.
- I fully support the values for which the University stands.

FEEL

- I would recommend the University as a good place to work.
- I am proud to be a part of Loyola University Chicago.

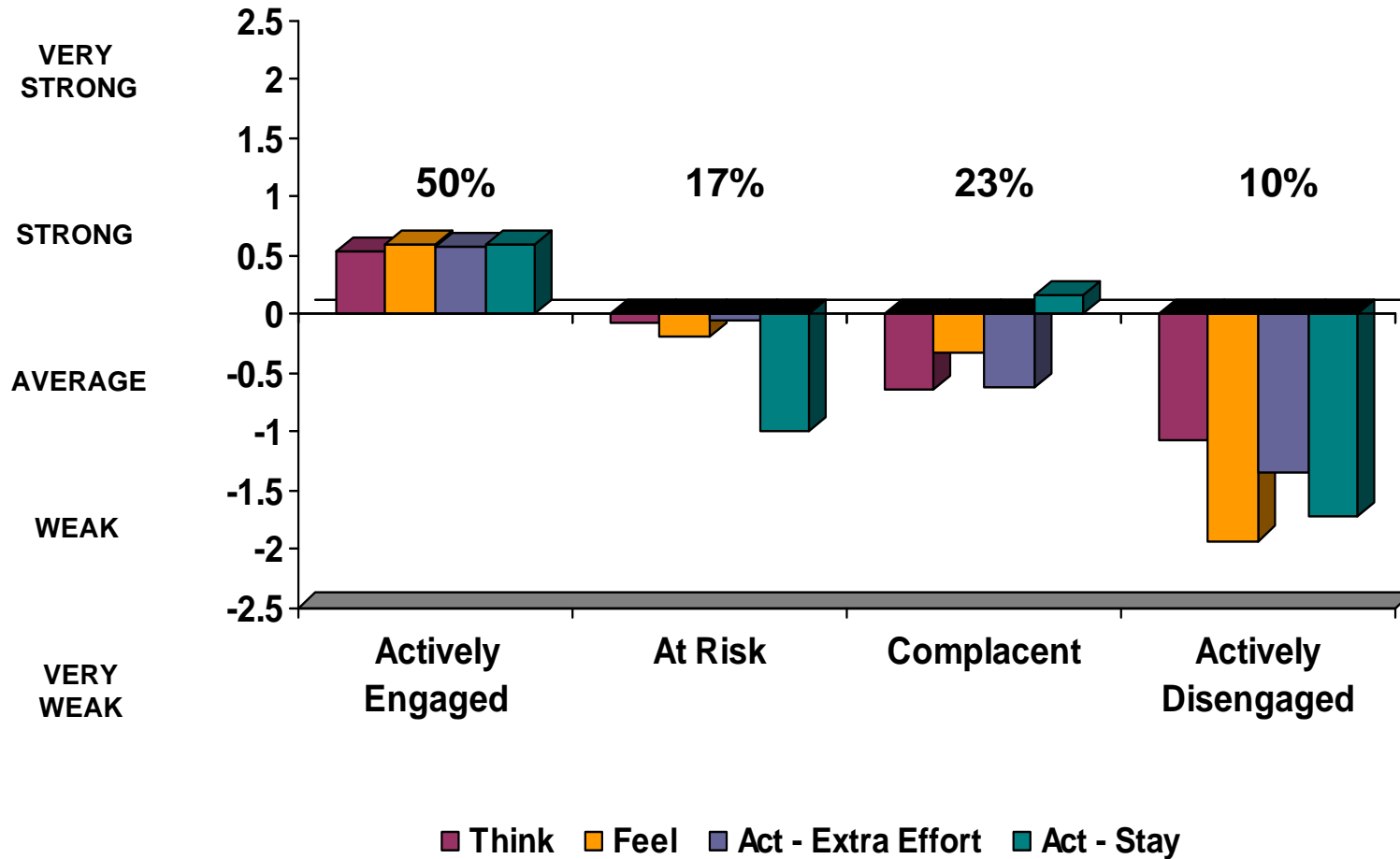
ACT - EXTRA EFFORT

- The University energizes me to go the extra mile.
- I am willing to work beyond what is required in my job in order to help the University succeed.

ACT - STAY

- At the present time, are you seriously considering leaving Loyola University Chicago?
- If I could do it again, I would join and stay at LUC.

Loyola 2007 Engagement Cluster Analysis



Global High Performance levels:

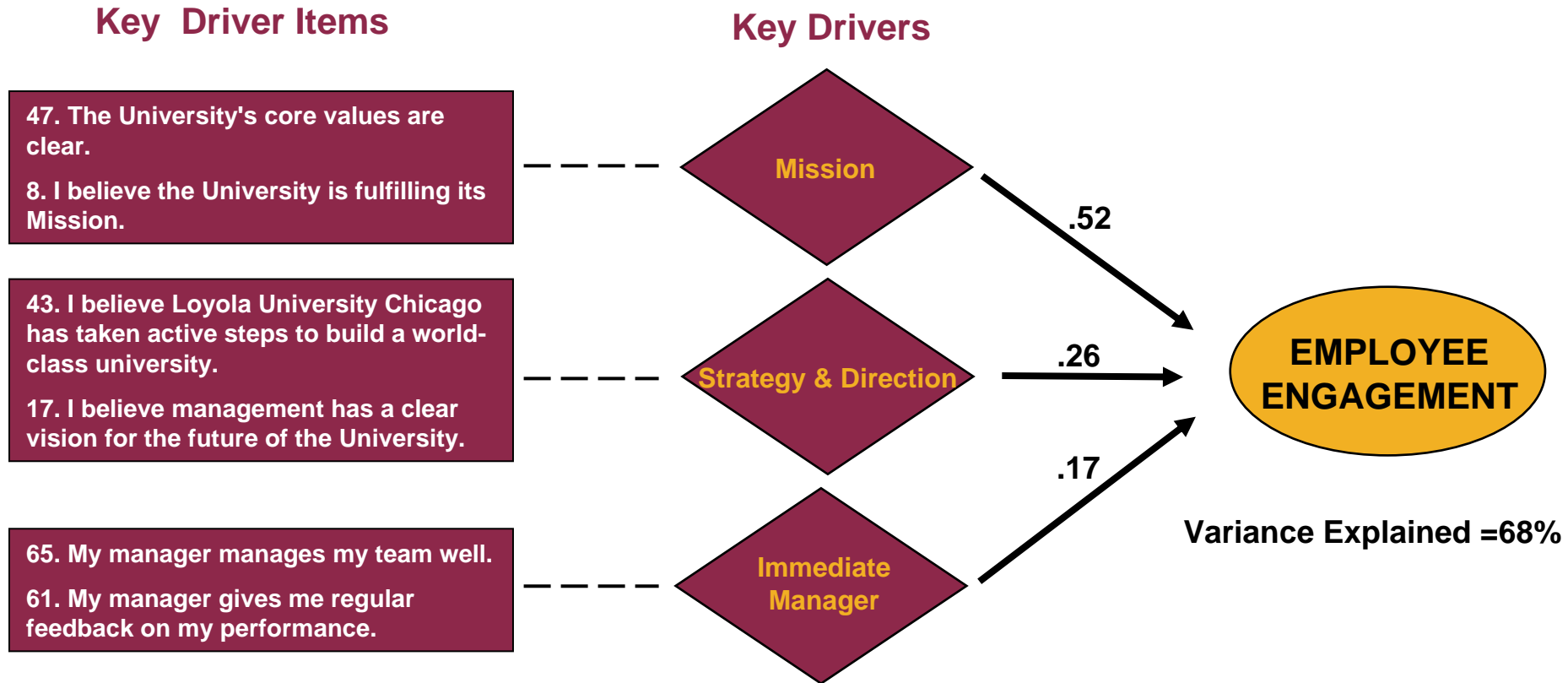
48%

18%

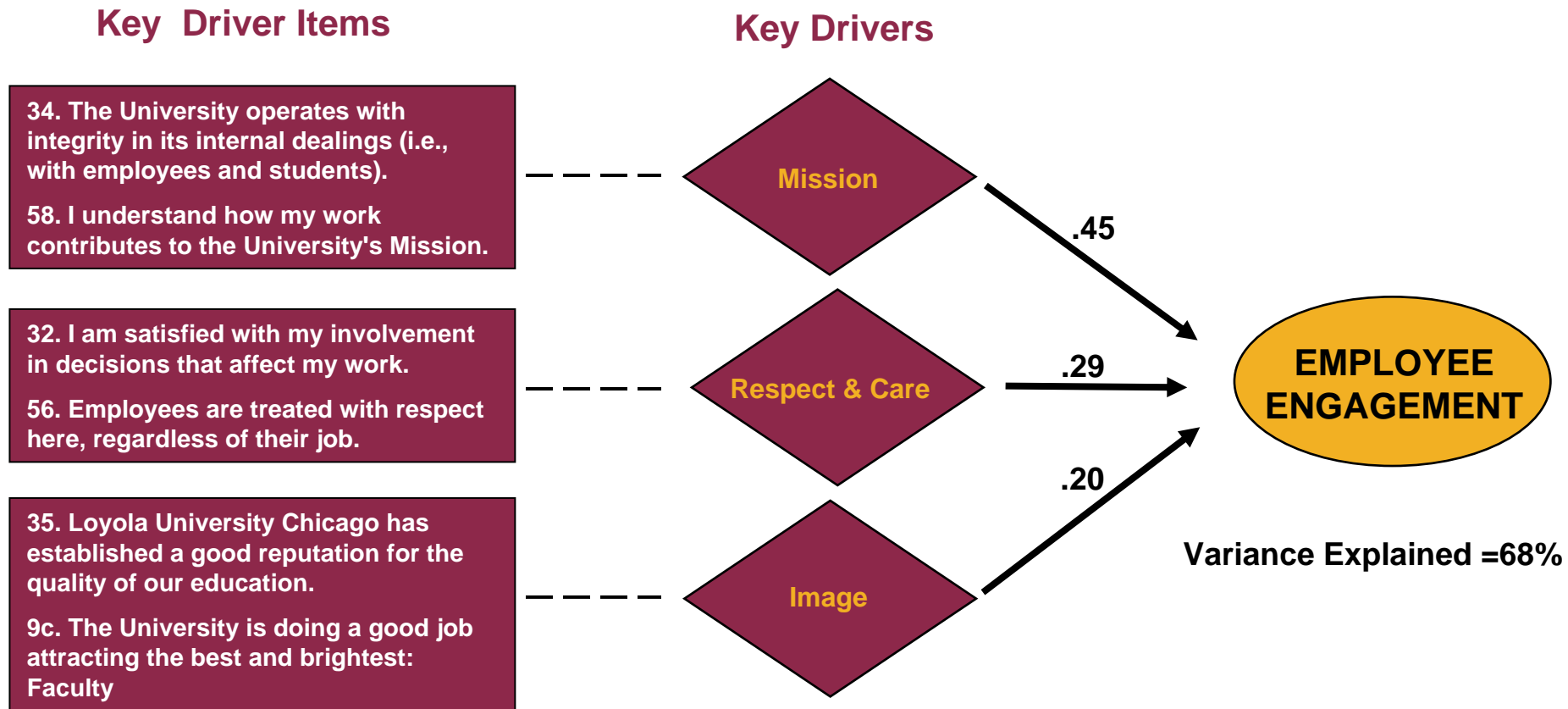
23%

11%

Key Drivers of Staff Engagement



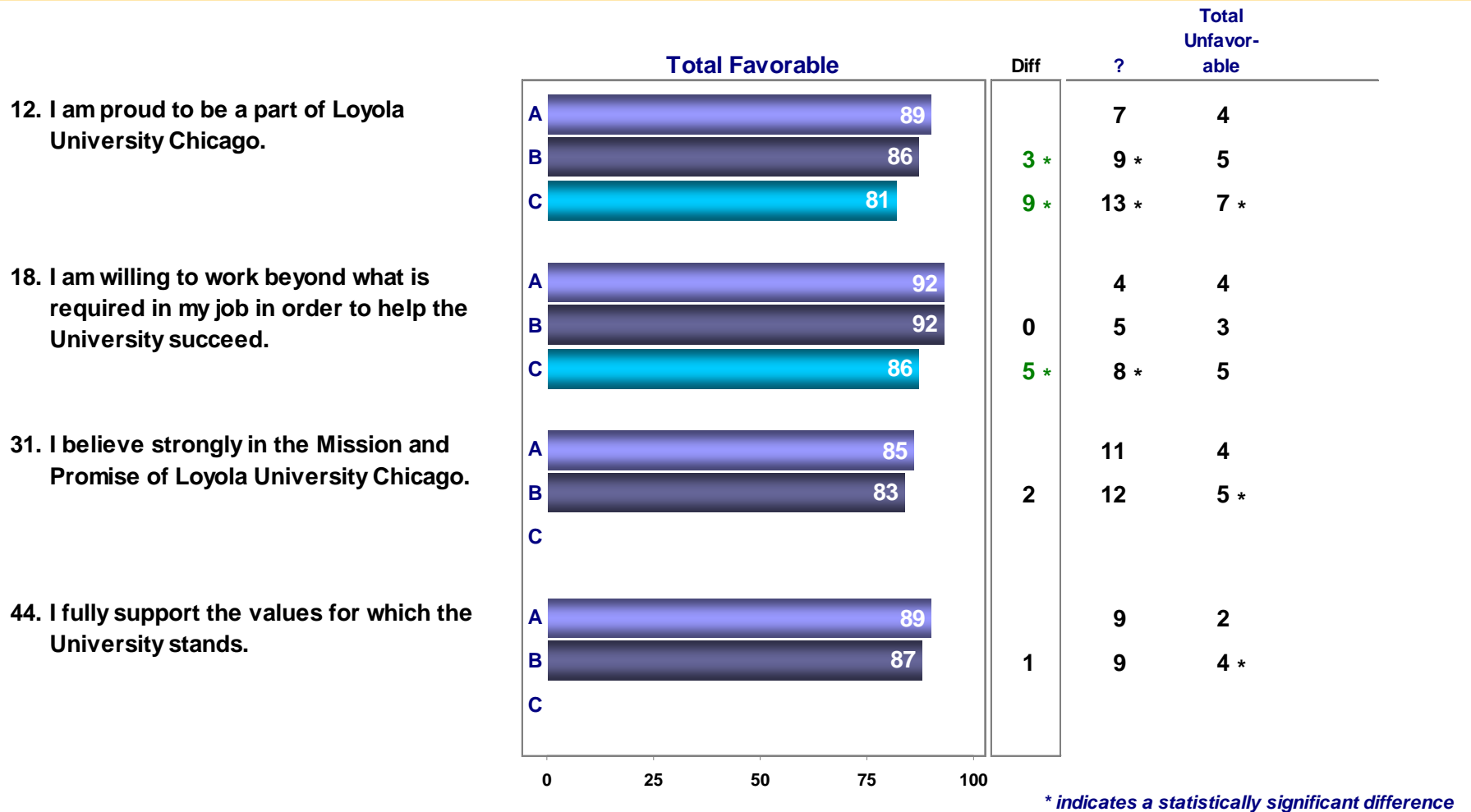
Key Drivers of Faculty Engagement



Key Drivers of Engagement

Item Detail

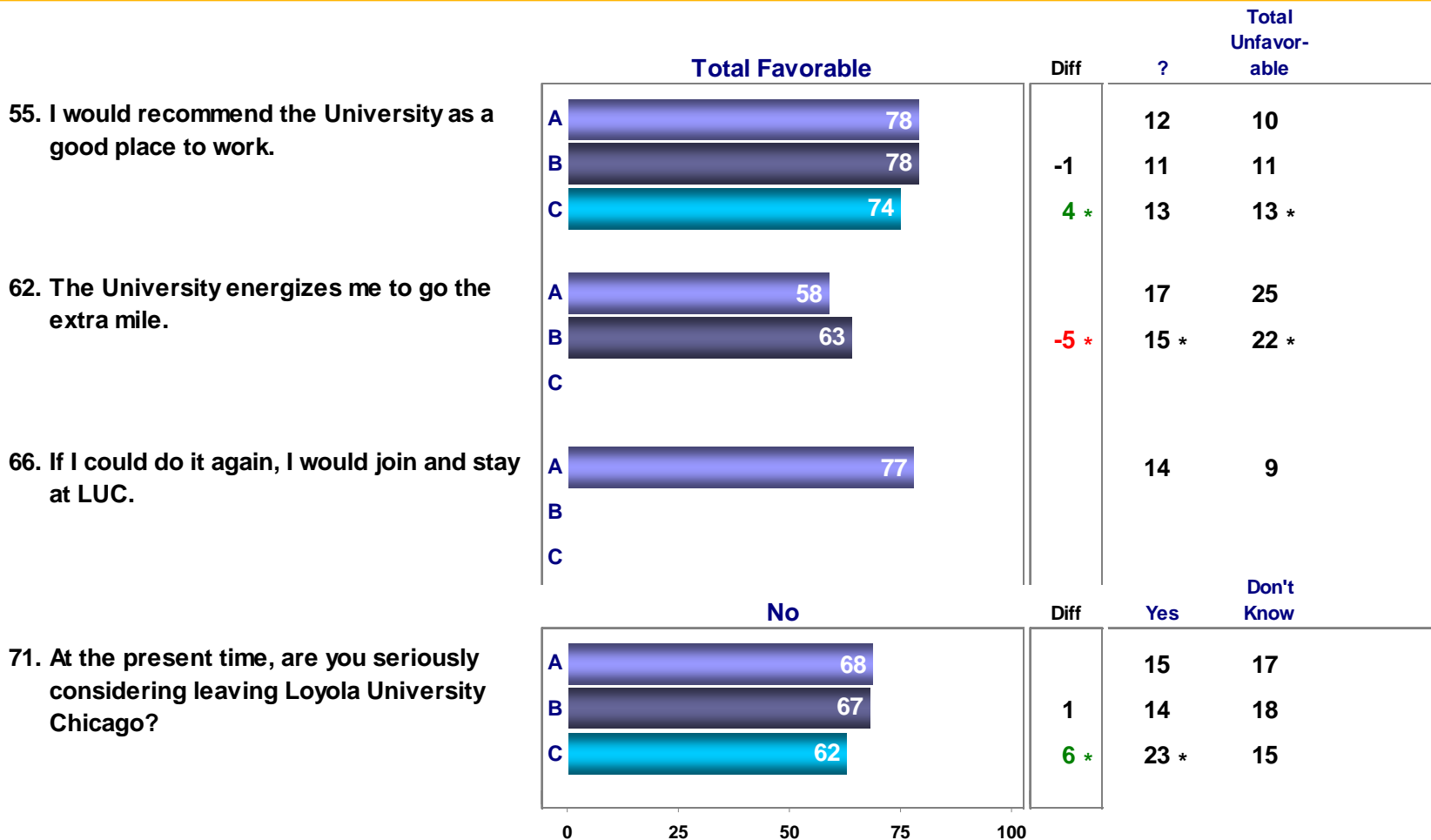
Engagement: Proud, support the Mission and values, willing to put forth extra effort



Legend

- A. LOYOLA UNIVERSITY CHICAGO OVERALL (1155)
- B. TOWERS PERRIN-ISR US NATIONAL NORM (158601)
- C. TOWERS PERRIN-ISR GLOBAL UNIVERSITY EMPLOYEE COMPOSITE (14673)

Engagement: Would recommend, intend to stay, but could be more energized by University



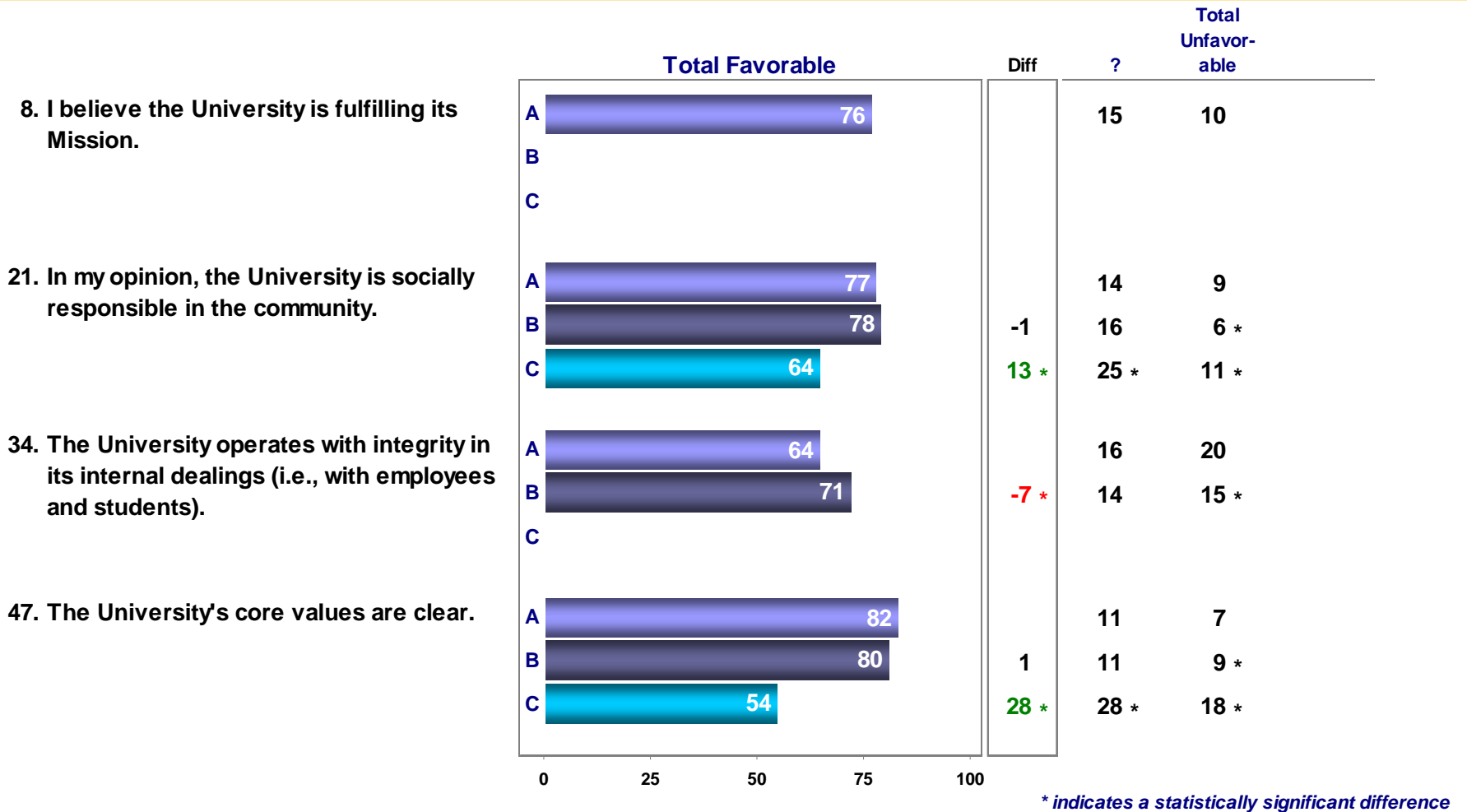
* indicates a statistically significant difference

Legend

■ A. LOYOLA UNIVERSITY CHICAGO OVERALL (1155)	■ C. TOWERS PERRIN-ISR GLOBAL UNIVERSITY EMPLOYEE COMPOSITE (14673)
■ B. TOWERS PERRIN-ISR US NATIONAL NORM (158601)	



Mission: Socially responsible and values are clear, but lower scores on integrity

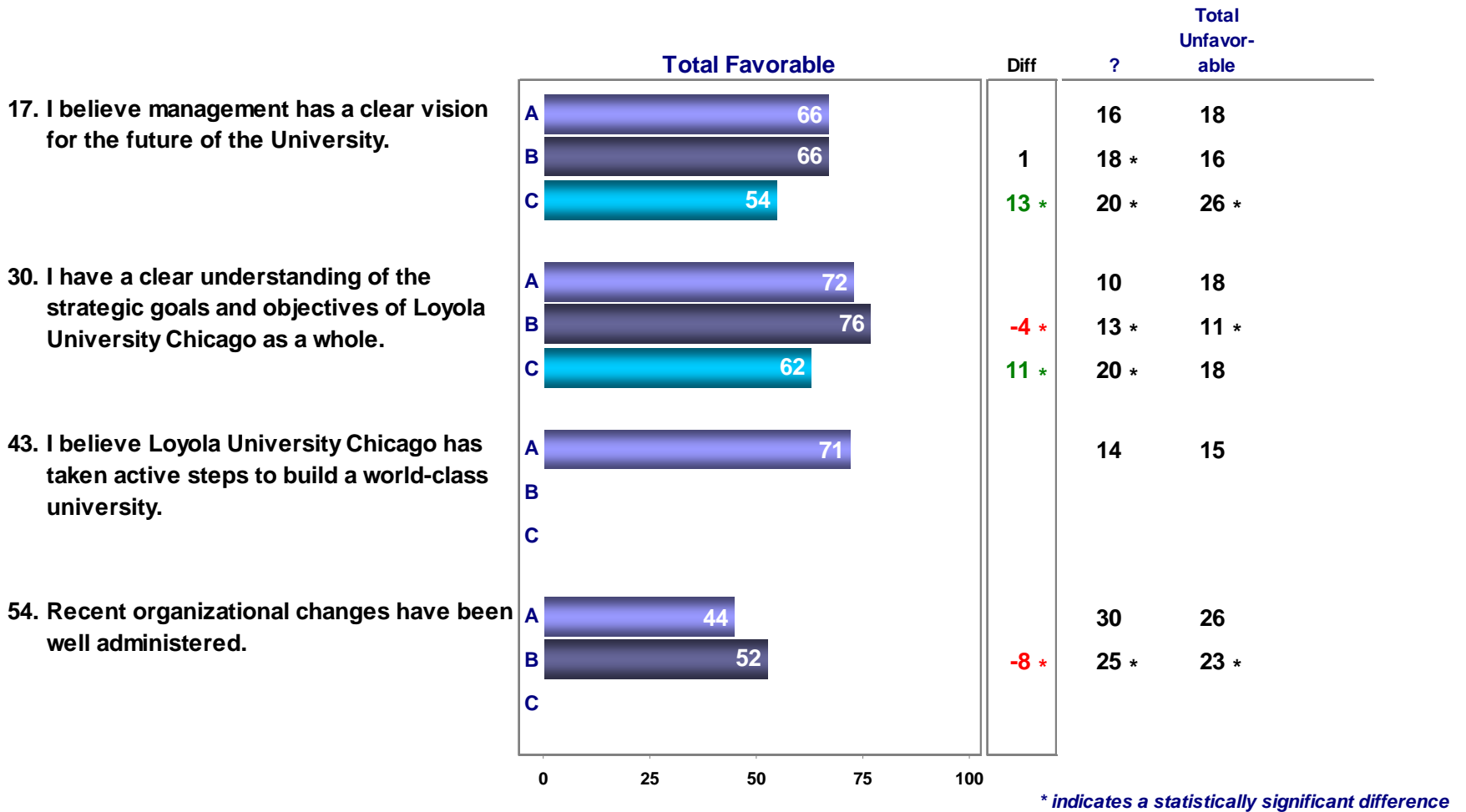


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Strategy & Direction: Clear vision and goals, change could be better administered

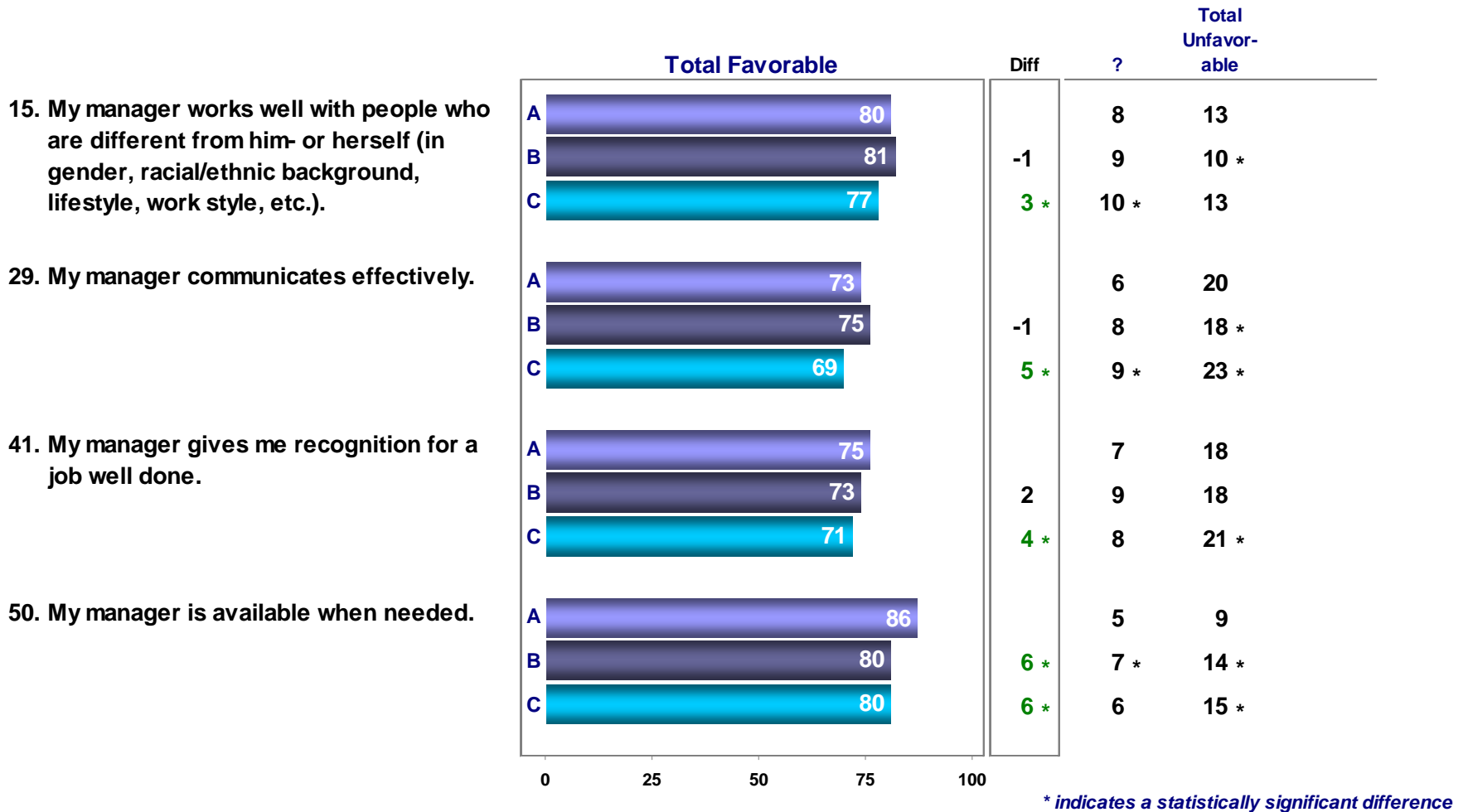


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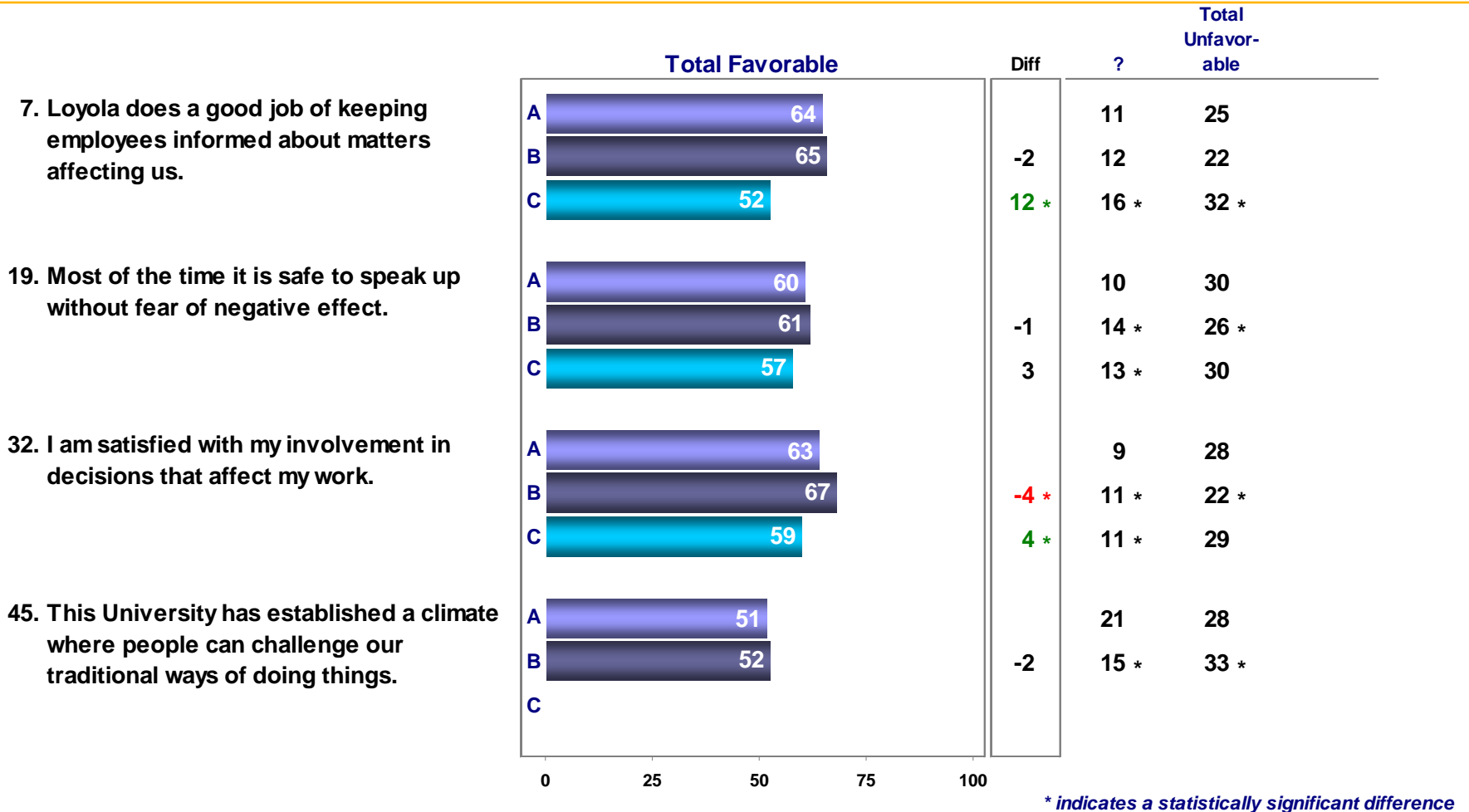
Immediate Manager: Communicates effectively, is available, gives recognition



Legend

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- C. TOWERS PERRIN-ISR GLOBAL UNIVERSITY EMPLOYEE COMPOSITE (14673)
- B. TOWERS PERRIN-ISR US NATIONAL NORM (158601)

Respect & Care: Informed and can speak up, but could be more involved in decisions

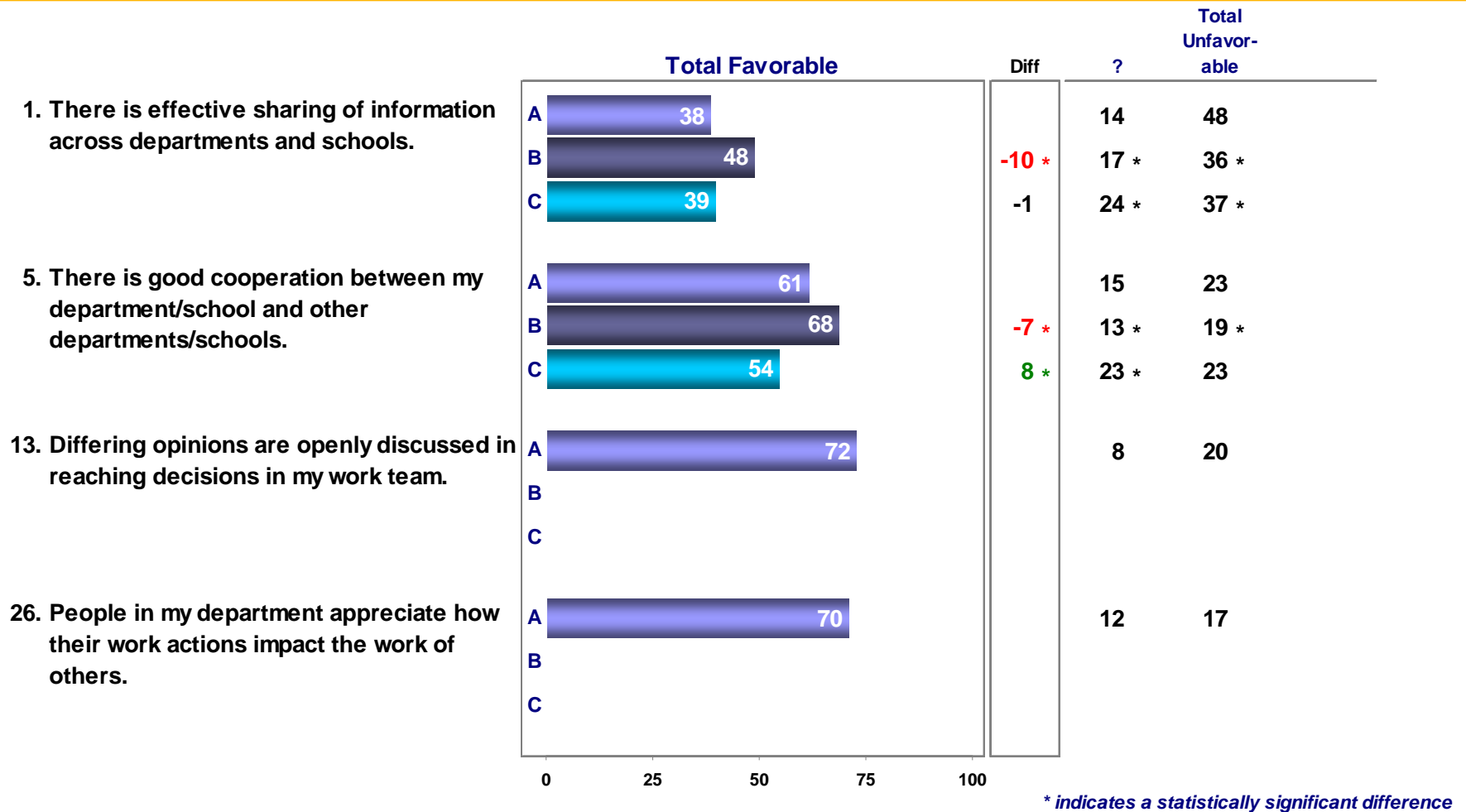


Legend

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 B. TOWERS PERRIN-ISR US NATIONAL NORM (158601)	

Other Areas of Interest

Teamwork: Could do better cooperating & sharing information across departments & schools

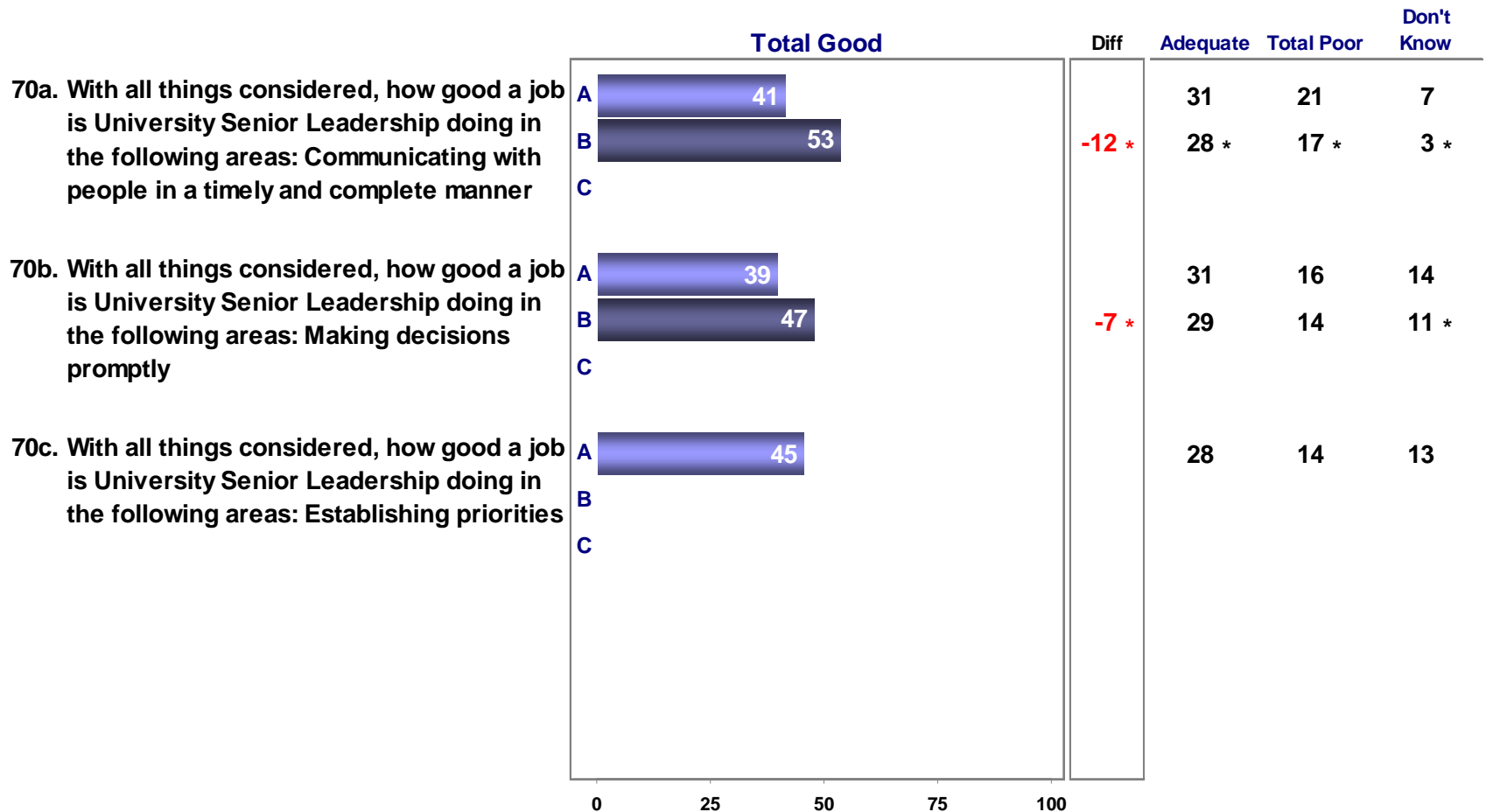


Legend

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B. TOWERS PERRIN-ISR US NATIONAL NORM (158601)	



Leadership: Communication and prompt decisions below norm

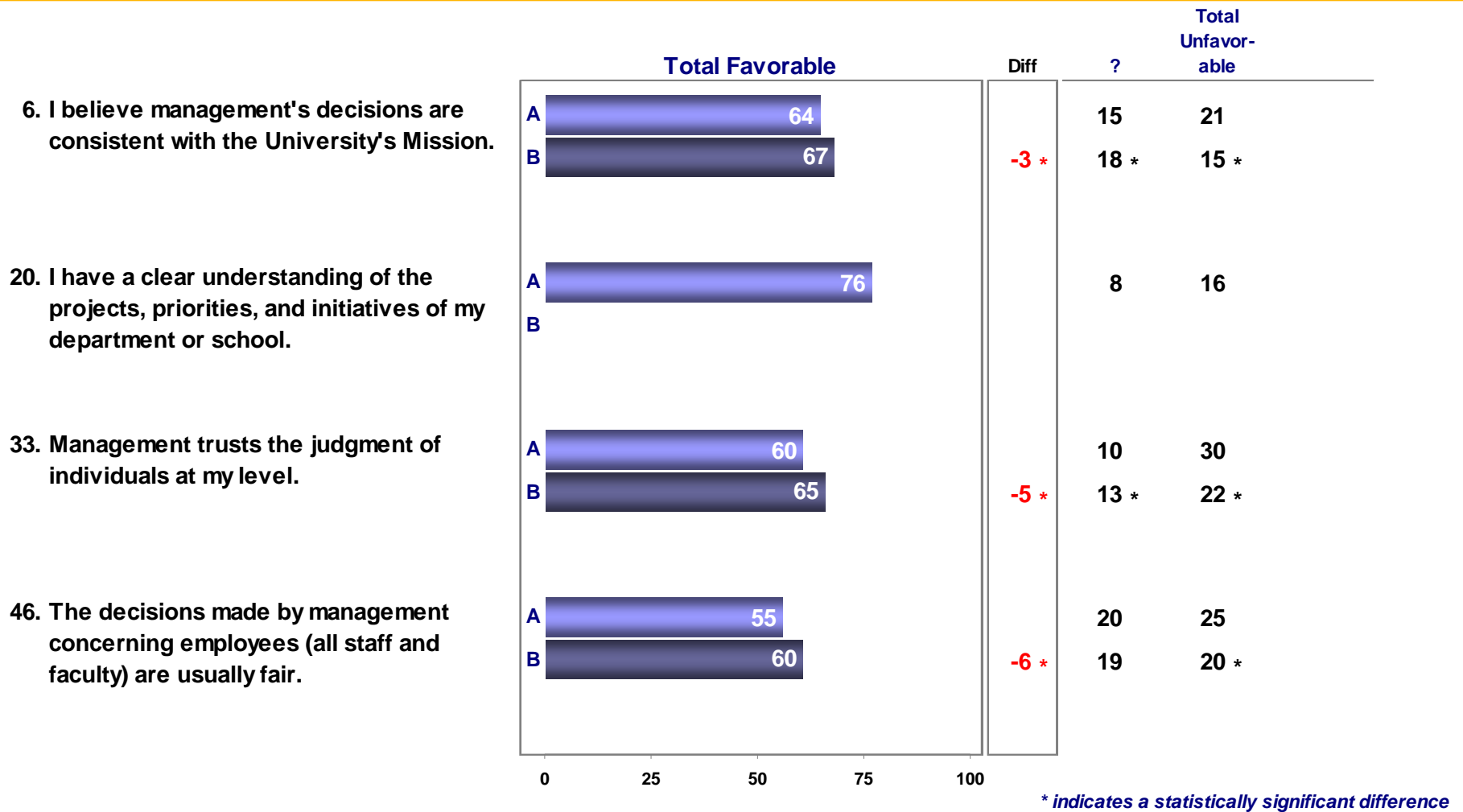


* indicates a statistically significant difference

Legend

- A. LOYOLA UNIVERSITY CHICAGO OVERALL (1155)
- B. TOWERS PERRIN-ISR US NATIONAL NORM (158601)
- C. TOWERS PERRIN-ISR GLOBAL UNIVERSITY EMPLOYEE COMPOSITE (14673)

Management: Lower levels of trust, fairness, and decisions consistent with Mission

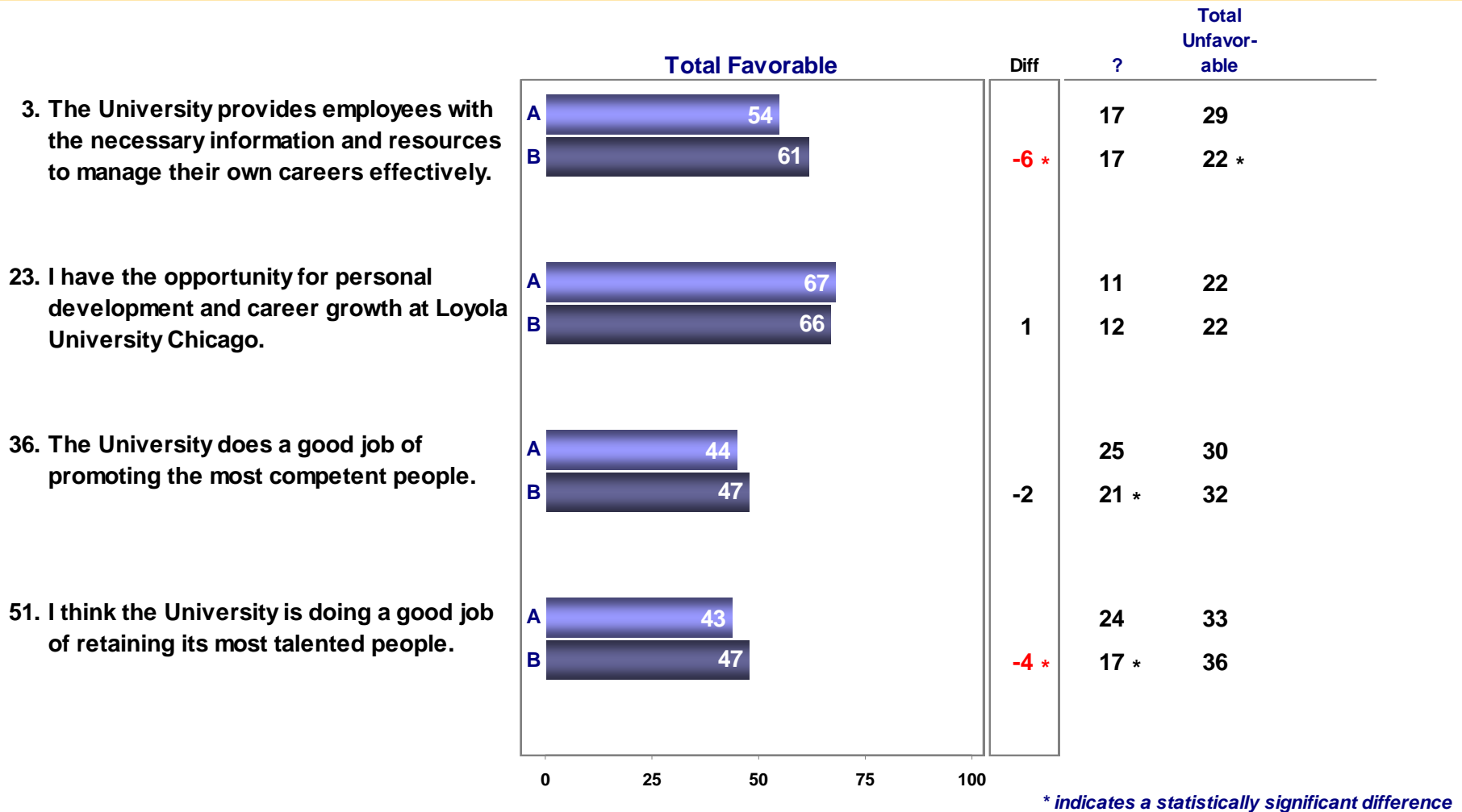


Legend

A. LOYOLA UNIVERSITY CHICAGO OVERALL (1155)

B. TOWERS PERRIN-ISR US NATIONAL NORM (158601)

Talent Management: Developing and promoting talent, but could better retain talent & provide more resources

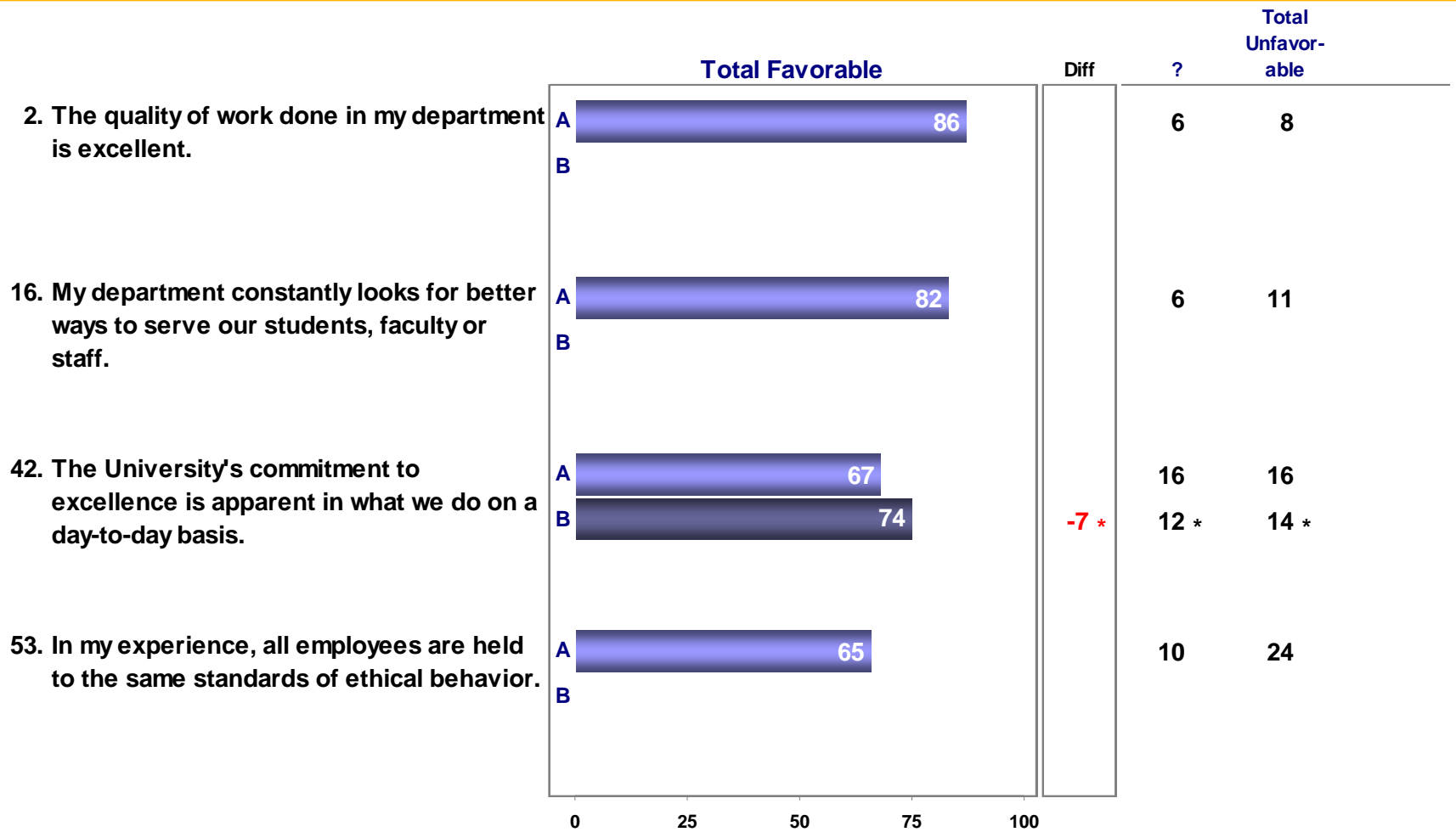


Legend

	A. LOYOLA UNIVERSITY CHICAGO OVERALL (1155)		B. TOWERS PERRIN-ISR US NATIONAL NORM (158601)
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Quality & Excellence: Strong focus on quality & service; excellence and consistent standards could be better



** indicates a statistically significant difference*

Legend

A. LOYOLA UNIVERSITY CHICAGO OVERALL (1155)

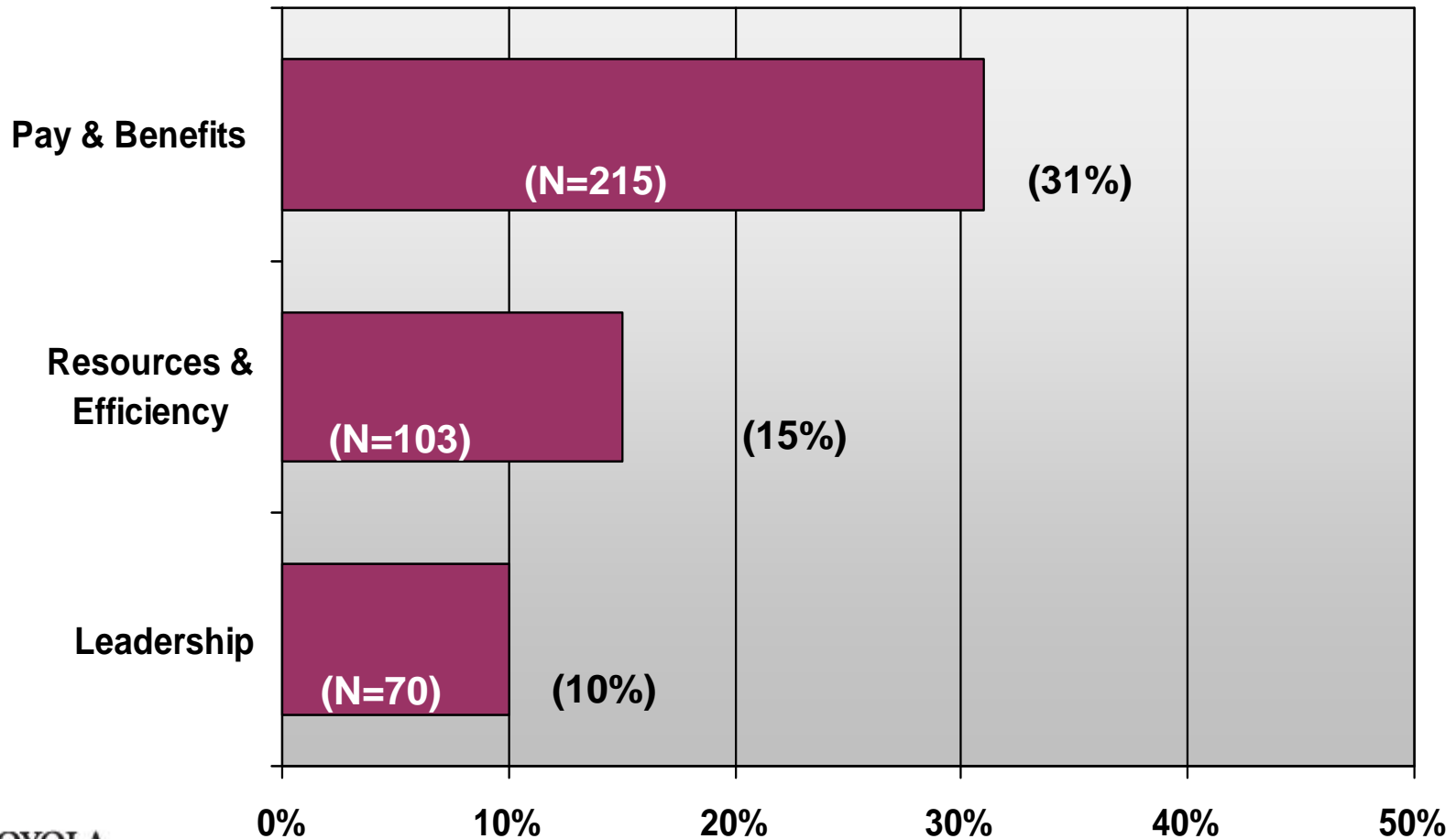
B. TOWERS PERRIN-ISR US NATIONAL NORM (158601)

Comments

“What are the one or two things we could do to make Loyola University Chicago an even better place to work?”

691 respondents made 906 comments.

Top 3 topics:



Comments – Pay & Benefits

Themes: Pay raises do not keep up with cost of living expenses. Make benefits package more attractive to boost University competitiveness and image. Many would like the University to provide family-friendly benefits (i.e. maternity leave, flexible work schedules).

- “At present, Loyola offers neither the academic reputation nor the monetary compensation to consistently attract top faculty and staff in the Chicago job market. Improved compensation is an effective tool for recruiting and retaining employees who can compete at the national level for prestigious funding, awards, and publications, and for demonstrably rewarding employees who consistently achieve results that further the Mission of the University.”
- “Would like to see family held up in more high esteem through maternity leave pay, day care/pre-school availability on all campuses, more flexible work schedules for those who have family needs.”

Comments – Resources & Efficiency

Themes: Work productivity and quality suffer due to inadequate staff levels. More and better designed classroom space is needed. Allocate departmental resources more effectively.

- “In my department, we are seriously understaffed especially with regard to clerical or administrative support staff. My department management recognizes this but nothing is done about it. I have been told that Senior Leadership doesn't see this as a priority and that only research is a priority at the present time. We keep on admitting more and more students in the school where I work, and focus on rotating admissions, yet the support staff isn't increased. This is a SERIOUS issue and affects my ability, and that of those working for me, to do our jobs effectively. ...”
- “Space for teaching and research are extremely limited and even with some additional space coming on line in a year or two, this will not effectively be enough. Students promised that they could take all courses in a professional program at WTC are now told they must enroll in courses both at WTC and LSC due to lack of classroom space. Additionally, some academic programs with large and growing enrollments at grad level have too few full time faculty to support such growth and this impacts the quantity and quality of student advising and faculty research productivity.”

Comments - Leadership

Themes: Majority of respondents recommend increasing staff participation in decision-making process. Lack of staff involvement may hurt employee morale.

- "Increase transparency in decision making, including genuinely seeking input from those below Senior Leadership rather than engaging in charades where people are asked to devote time and energy to providing input that is ignored if it doesn't match what Senior Leadership wants to hear and do."
- "Leadership tends to be top-down and authoritarian. Instead, genuine participation would make the university more effective."
- "Day to day interaction between leadership and staff is minimal. Loyola leaders need to become more visible and at least appear to take an interest in those who work for them on a human level."

The Survey Process – Results to Action Stage

Next Steps – Action Planning

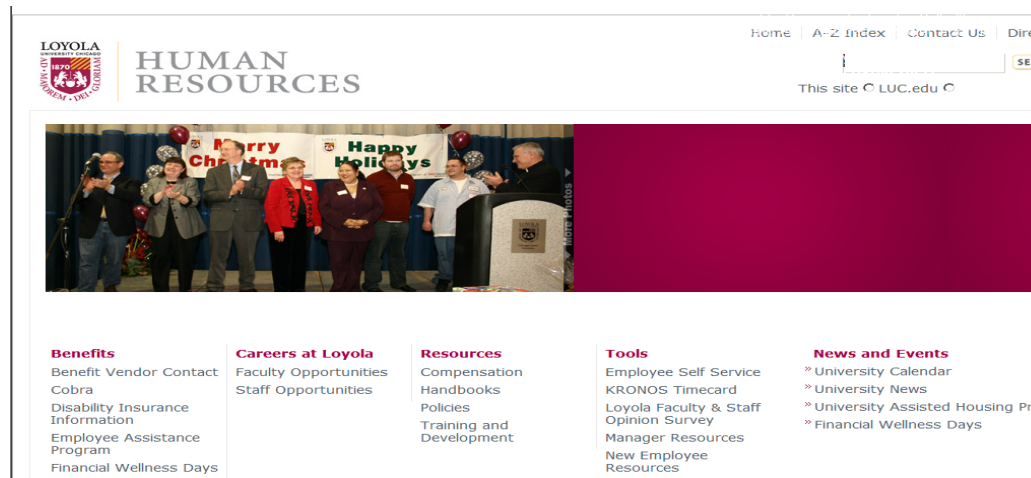
- Action plans at all levels will focus on a few priority areas
- Action planning will be both centralized and localized
 - University-wide initiatives (2-3 issues)
 - 6 month report to President’s Cabinet
 - Division/School action plans
 - 1 to 2 outcomes
 - Specific strategies
 - Planning Coordinators have been nominated from each division/ school to lead the action-planning efforts
 - Training workshops on December 11, 2007 and January 24, 2008

Next Steps – Sharing Results

- Presentation of overall results to President's Cabinet, November 20, 2007
- Presentation of Faculty results to Deans Council, November 27, 2007
- Presentation of overall results to Staff Council on December 11, 2007
- Presentation of Faculty results to Faculty Council on January 16, 2008
- Communication to all employees with overall results, January - February
- Action planning, January – December 2008

Next Steps – Sharing Results

Visit this webpage
to view/print a copy of this presentation
Loyola Faculty and Staff Opinion Survey



http://www.luc.edu/hr/Opinion_Survey.shtml

What does this mean to me?

What impact will this have on my work life?

Loyola University Chicago is committed to creating and maintaining a work environment where the unique talents and perspectives of each person are valued and every employee is empowered to contribute to the University's mission.

What difference can I make?

Volunteer to work with your division/school's Planning Coordinator

Look for ways to improve cross functional processes

Share your enthusiasm and ideas with others

What questions can I answer for you?

Questions

about the

2007 Faculty and Staff Opinion Survey?

Jorene Richards, Manager of Training & Development

jrich1@luc.edu

x83145

Thank you
for
your time and interest