

# University faculty, staff recognized and compensated for merit

Loyola University Chicago has a compensation system based on merit, an important philosophy to keep in mind at this time of year as faculty and staff performances are assessed.

Lakeside and shared service staff employee assessments are to be completed by April 5; raises are announced with the start of the fiscal year, July 1. Faculty assessments are currently wrapping up and letters of appointment will be sent in mid-April.

"The university's long-standing philosophy focuses on recognizing employee contributions and performance," said Vice President for Human Resource Administration John Kambanis. "While there have been some instances of across-the-board salary increases in the past, time and again we hear in meetings with members of the Staff Council, managers and administrators that the ability to recognize differences in performance is held very important."

Faculty raises always have been based on merit, noted Vice President and Dean of Faculties James Wisner, Ph.D. "There are no standard raises," he said. "Merit is part of the faculty culture of Loyola. In general, institutions of higher education are designed to differentiate among levels of performance and to reward good performance. Both the grading system for students and the promotional system for faculty are examples of this effort."

For both employee groups, the assessment system includes written comments from the faculty or staff member and his or her chair or manager; constructive dialogue about goal-setting, training and development is encouraged.

The process for faculty assessment mirrors the process

for all faculty governance issues: in addition to a meeting between faculty member and department chair discussing teaching, research and service criteria, the assessment and suggested salary increase is reviewed by appropriate deans, the Committee on Faculty Appointments and Wisner's office.

For staff employees, the employee and supervisor discuss the year's accomplishments with guidance from the employee's written job description and established position goals. Constructive dialogue should follow, regarding strengths, weaknesses

and employee development opportunities. The completed assessment is given another level of examination, generally by a unit head or vice president. (The human resources department offers a training course explaining the performance appraisal process for managers of staff employees; call 6-8729 for more information.)

### Recognition of service

It can be difficult to give appropriate recognition with limited budgets and when under the constraints of cost containment, Kambanis noted, but Loyola still strives to recognize and

reward extra effort. Recent U.S. salary reports have shown that a significant number of companies and organizations have frozen salaries during lean years, but Loyola has continued to provide salary increase adjustments based on its ability to do so.

"We are pleased to be able to do this; we do greatly value the contribution of each of our Loyola employees," Kambanis said. "There have been years when we could look forward to higher salary budgets; however, if the market for salary levels moves slowly—as it has for most employers in the last three years—I am grateful we can

continue to maintain pace with the marketplace.

"We do strive to stay competitive," Kambanis noted. "If we add benefits, such as our health, dental, retirement and tuition benefits, we have a quality package to attract and retain excellent employees."

"And we do have the dedication of people who enjoy working together to be the best in both higher education and health care," he continued. "Unlike companies that make machinery parts or plastic products, we have jobs I consider much more fulfilling: we educate and we heal."

## Surveys keep Loyolans' salaries competitive

If you've ever wondered if Loyola pays what the market says our jobs are worth, this information should be of some help.

Comparative data is used to regularly examine salaries for both faculty and staff posts at Loyola.

Twice each year, in higher education and in health care, Loyola analyzes the marketplace using third-party surveys that gather market data on benchmark staff positions. This analysis gives a broad view of staff job positions and salaries, and provides Loyola a means of keeping pace with the market. The data is used to project salary ranges for the next fiscal year.

A benchmark position is one that is fairly consistent from organization to organization, notes Director of Compensation and Employee Relations Mary Denisenko. For example, most universities have a director of registration and records, admission counselors, accountants and mailroom clerks, etc., with similar job duties. Survey data

records the job description, average pay, salary range, the number of incumbents and any vacancies for the listed jobs.

"For certain staff positions, we may want to know what similar employees at Walgreens, Carson Pirie Scott and Motorola, as well as at the University of Chicago and the University of Illinois are paid, since this includes our labor pool," Denisenko explained. "Depending on the position, we also may look at local, regional and national markets."

Loyola regularly tracks about 100 benchmarks of 500 to 600 position titles; data is not available for all jobs—many of which are hybrids—but most benchmark posts are held by a number of Loyolans and, therefore, the data covers quite a few employees.

"This also underscores why our job evaluation program, which includes position description questionnaires (PDQs) and the Evaluation Committee, is so important," Denisenko said. "We classify jobs into pay

grades with the benchmark jobs so we can compare them to the marketplace. We try to get the best match with the marketplace for all of our jobs."

Similarly, data about faculty salaries is collected and analyzed. The American Association of University Professors (AAUP) salary survey is a primary source which Loyola uses regularly, according to Associate Vice President for Faculty Administration Lorraine Serwatka.

The survey, published every April, also includes Loyola's average faculty salaries and average compensation listed by rank. Along with publishing average faculty salaries from many institutions, the AAUP annual report includes other valuable information such as tracking across time, and percentage increases in nominal and real terms.

"Because we look at the same cohort of institutions across time, this comparative data assists deans, the Committee on Faculty Appointments, the

senior vice president and dean of faculties, and me to keep abreast of Loyola's competitive position," Serwatka noted. This longitudinal data can be examined in a number of ways: by geographic region, by university category, relative to neighboring institutions, relative to other Jesuit institutions, relative to other Catholic independent institutions and by peer institution, among others.

"We also look at the percentage of salary increases for continuing faculty across time; we want to see where we are relative to other institutions and their salary increases," Serwatka said.

Comparative faculty salary data is reviewed by deans, the Faculty Committee on Appointments and the Faculty Council. In addition, every December the office of the senior vice president and dean of faculties sends information regarding percentile levels of salary by rank and college to each full-time faculty member at the lakeside campuses.

## President's lakeside plan moves forward

Actions toward goals of "Building New Traditions," the strategic plan for Loyola's lakeside campuses, are well underway after the plan's first year of implementation.

All vice presidents and academic deans have been asked to submit unit plan objectives annually. After the first such reports were submitted in October, a strategic plan communications committee was formed to observe progress and effectively keep plan priorities at the forefront of university operations.

According to committee member Marjorie L. Beane, associate vice president for assessment and planning, a review of the 91 plan strategies indicates that 47 are being actively attended to this year.

"All vice presidents and deans report that they have incorporated the fiscal year 1996 foci of

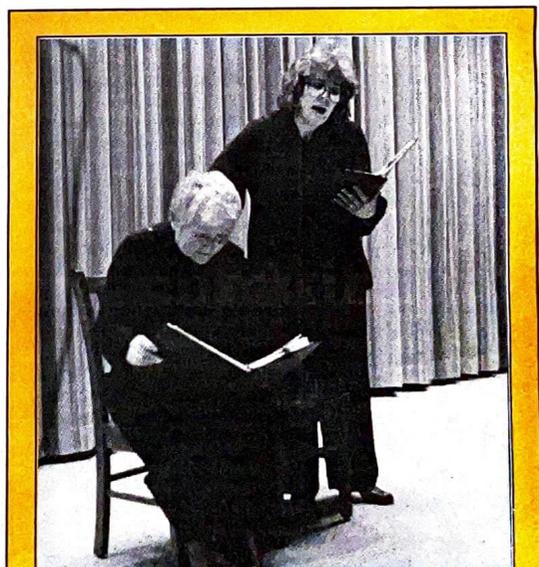
the plan into their unit operations," she said, explaining that the FY '96 focus is implementing the Loyola Freshman Experience and enhancing experiences for other undergraduates. Subthemes for FY '96 include developing student-friendly offices and a welcoming campus, enhancing the Jesuit and Catholic component of Loyola, and emphasizing the university's presence in Chicago.

Highly visible improvements and initiatives addressing aspects of "Building New Traditions" this year include creation and expansion of the Loyola Freshman Experience, and creation of the General Internship Program (see story on page 1), Panta Rei Center, the new multi-purpose facility at LSC, and the Center for Urban Research and Learning.

Vice presidents and academic

deans are asked to submit their FY '97 unit plans to Executive Vice President Ronald Walker, Ph.D., by May 1. "All faculty and staff are encouraged to interact regularly with their vice presidents and deans concerning implementation of present priorities and new proposals," Beane noted.

The FY '97 focus is strengthening graduate and professional programs, especially at the master's level, including developing programs that correspond with individual department strengths across two or more departments, Beane said. FY '97 subthemes include enhancing programmatic connections with the medical center, expanding Loyola's Jesuit and Catholic heritage, increasing the university's presence in and connection to Chicago, and improving library and information technology re-sources.



**INTROSPECTION AT WOMEN'S CONFERENCE**—Mary Bonnett (left) and Brigid Gerace took on personas of women from ages 13 to 80, in their performance of "A Collage of Women's Voices: From Adolescence to Wisdom." The dramatic reading kicked off Loyola's fifth annual Women's Conference, sponsored this year by the new Ann Ida Gannon, BVM, Center for Women and Leadership. The three-day conference brought together Chicago women for dialogues on health issues in the '90s.

**Next 'Loyola World' issue, April 18;  
Next deadline, April 10**