

FACULTY COUNCIL
Minutes
Wednesday, September 26, 2012
3:00-5:00 PM – CLC 209, WTC

Members Present: Cardoza, A.; Derhammer, N.; Embrick, D.; Fitch, A.; Hermansen, M.; Jellish, S.; Jurgensmeier, SJ, C.; Kilbane, T.; Lash, N.; McNulty, J.; Miller, H.; Mirza, D.; Penckofer, S.; Ramsey, G.; Rose, H.; Ruppman, T.; Schoenberger, A.; Udo, M.

1. Meeting was called to order at 3:07pm by Gordon Ramsay.
2. Invocation – Charles Jurgensmeier, SJ.
3. Approval of April minutes. Moved: Cardoza; Jurgensmeier seconded. Motion passed 18-0-0.
4. Chair’s Report
 - The FC website has now been updated to reflect current membership and approved minutes.
 - The new “University Senate”

The Senate met for the first time last night. Apparently an organizational chart was distributed according to which Faculty Council now no longer reports directly to the President and senior administration, but to the University Senate instead. This is expressly not what I was given to understand the new organizational structure would be, according to the communications I have been having with the senior administrators and which I have previously reported to you. I have objected to them about this; Faculty Council needs to be able to deliberate concerns proper to the faculty and report on those deliberations directly to the Provost and President, not by way of the Senate as intermediary. Further, we still have to try to decide how the duties and responsibilities of the (now ex-)UPC’s will be allocated between the University Senate, Faculty Council, Staff Council, and the USG.
 - Discussion with Provost: During last week’s Executive Committee meeting we asked Provost Pelissero about tenure-track (TT) vs. non-tenure-track (NTT) faculty hiring. According to the Provost, about 20% of new faculty are NTT hires; in general, schools and departments hire NTT faculty based upon “need.” In addition, he said that the University *at this point* does not intend to go above the 20% threshold in NTT hiring.
 - Question: What, or who, determines “need”? According to the Provost, this is worked out between the deans of the schools and their respective chairs. Comment: In general, however, there is a divergency of views: faculty tend to prefer TT hires who will do research, and administrators are focused upon meeting teaching demands at the lowest cost and therefore tend to prefer NTT’s where possible.

- Comment: Some history: When Fr. Baumhart was President (*i.e.*, until 1993 or so), if an NTT faculty member was hired, a reason had to be given by administrators why that hire was not TT. This policy has silently gone by the board.
 - Comment: According to President Garanzini at the Senate meeting, Loyola this year has 16,000 total enrolment, and 2000 incoming 1st-year students: on those numbers, we should be hiring 40 new faculty. But administrators are holding back on hiring, since 2015 will mark the end of the “Baby Boomlet,” and for demographic reasons they project we will see about a 4% drop in the overall number of applicants, all things being equal.
 - Comments: In the School of Social Work clinical faculty must teach at least 1 course, and full-time TT are encouraged to teach more; there are numerous NTT’s and adjuncts, all focused on teaching. The School of Law has clinical faculty on 5 year contracts; the first review is stringent, but if the contract is renewed succeeding reviews tend to be less so. In the Quinlan School of Business, full-time TT faculty who have not recently published are given a 4-4 teaching load. Question: How does this sort with the University’s canonical 2-2/3-2/3-3 teaching load policy? Answer: Good question.)
 - Faculty Assessment Portfolio: Be aware of the promulgation of this coming over the next year. (A version of it has been in use at the Medical School for several years.) It is intended to be a replacement for the annual “green form” assessment instrument. Data will be input by administrators and staff, and faculty will have access to all content, we are told.
 - Question: Is there the possibility that this is an entering wedge for a future “post-tenure review” policy, such as was attempted (and then abandoned) at St. Louis University just recently? We may need to be vigilant about this.
 - Deans’ Assessment Form: The Provost has reported to me that he finds the revised Assessment Form produced by the FC Assessment Committee and reviewed by FC to be still unhelpful to him. I have asked him to review the form and again and give me specific reasons why. The Provost then asked why these evaluations could not be undertaken by the University Senate. I replied that (1) The faculty have the most basis for judgment; (2) FC is experienced at doing it; and (3) The information from faculty could not be obtained otherwise.
5. Stritch School of Medicine (McNulty)
- As the materials submitted (see attached documents) indicate, we have reached a dead end in working with the SSOM administration in the ongoing dispute over the low salaries paid basic science faculty. Dean Brubaker’s letter, as its last paragraph indicates, is intended to be the administration’s last offer of resolution of

the matter. Can FC construct some kind of venue or route of appeal in such cases where a faculty grievance comes to naught?

6. University Senate Discussion

GR: It seems that the principle issue involving failure of the Faculty Senate negotiations and the formation of the University Senate in their place had to do with a lack of communication between FC and the administration. (The new organization chart may be an example of this—*i.e.*, an instance where what we (on FC) thought was a clearly understood arrangement suddenly becomes not so.) The difficulty then will be to try to reestablish communication so that FC (and thus issues that are uniquely or largely the concern of faculty alone) will not be consulted.

- Comment (GR): A review of the old review chart from 3 years ago and the most recent version (the so-called “rainbow chart”) shows faculty removed from review or approval of a number of areas in the latter.
- Comment (Penckofer): My time on the Task Force for Positioning Loyola for the Future gave me the sense that FC was perceived by administration as being obstructionist and unhelpful.
- Comment (Kilbane): At the University Senate meeting, Fr. Garanzini made a remark about the FC: “The problem with the FC is that it didn’t know what was coming up, and it didn’t ask.” FC was not “proactive.”

7. Faculty Council Committee Structure

- GR: Please review the proposed committee chart and send comments, over the weekend if possible. I will then submit the results to the Provost as suggestions for how the old UPC’s’ duties are to be allocated among the new bodies.
 - Comment: Conflicts are most likely to arise over areas having to do with academic issues, like curriculum, *etc.*
 - Comment: The current layout seems to have too few committees, each with too many responsibilities.
 - Question: Who will handle/validate elections to the University Rank and Tenure Committee, the Faculty Development Review Committee, Research Advisory Committee, all of which are of great concern to faculty. Elections for these were poorly run last year; should FC have input on those elections, or even run them ourselves?

8. Motion to adjourn (Lash), seconded (Penckofer). Meeting was adjourned at 4:53pm.

Respectfully submitted by
Hugh Miller, PhD, Secretary

Note on Appendices

Report to Faculty Council on Faculty Salary Issues at the Stritch School of Medicine.
Sep 26, 2012

Two separate salary issues have been before the Faculty Council for more than two years.

1. The significant erosion of salaries of professors in the basic science departments. Appendix 1 contains comparative salaries for SSOM and AAMC benchmarks provided by the administration for FY10 (2009-2010) and FY11 (2010-2011). The data show that average 12-month contracts of professors 2 years ago were as much as \$28,000 below even the 50th percentile of the lowest available AAMC benchmarks. Professors in the basic science departments were also surveyed (see Appendix 2) in the fall of 2011 to obtain individual data on salaries and the results of faculty annual evaluations.

#2. The specific exclusion of SSOM faculty from University efforts at all other schools (including Nursing) to adjust average salaries to the 70th Qercentile of respctive benchmarks.

At the January, 2012 meeting of Faculty Council it was resolved that “*an ad hoc committee of SSOM Basic Sciences faculty be struck, including FC members, to approach Fr. Garanzini directly to discuss the Basic Sciences salary issues.*”

On Mar 16, 2012, we sent a letter, with supporting documentation, to President Garanzini requesting that he meet with senior faculty to discuss these grievances. He referred the matter back to Provost Gamelli in his email of Mar 18, 2012.

On May 7, 2012, Dr. Linda Brubaker, Dean of the Medical School met with nine (9) professors representing all basic science departments to discuss our concerns. The facts relating to our dispute are listed in Appendix 3.

On Jun 6, 2012, Dean Brubaker had a second meeting with six (6) professors attending to discuss and obtain further clarification of these grievances.

On Jul 25, 2012, Dean Brubaker notified us that “it was never intended that SSOM adhere to an average salary of the 70th percentile of any benchmark”. She also stated that, “current SSOM resources will not be used to adjust prior years’ salaries.”

On Aug 31, 2012, following the retreat of Faculty Council, President Garanzini was notified of the decisions by SSOM administration (see Appendix 4). We specifically requested to know if he approved of the decisions in light of the facts that support our position to achieve salary parity. We also wanted to know if financial separation of SSOM is sufficient justification to have policies that are autonomous from the rest of the University. The President’s verbatim responses are provided in Appendix 4.

On 19 Sep 2012, we received the attached letter (Appendix 5) from Dean Brubaker.

Respectfully submitted by

George Battaglia and John A. McNulty
SSOM Basic Science Representatives

APPENDIX 1

SSOM salary comparisons from the data provided by the administration.

SSOM data are “mean” values

AAMC data are “median” values from the “midwest” tables

2009-2010

FY10

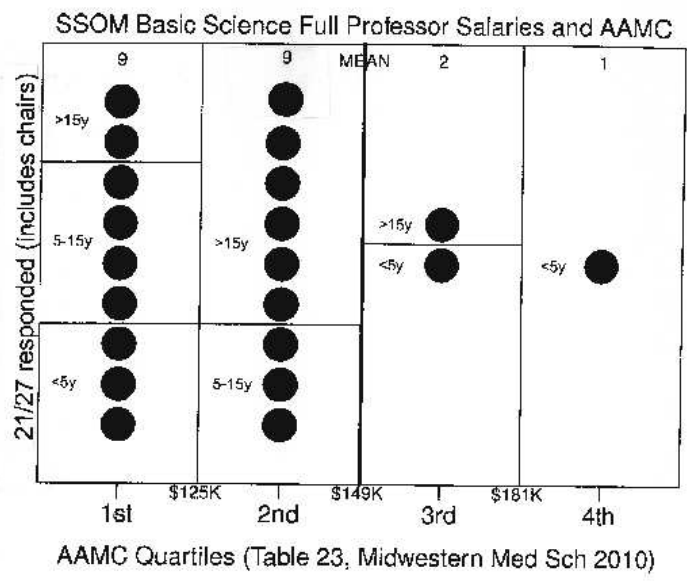
	Assist			Assoc			Prof		
	AAMC	SSOM	Difference	AAMC	SSOM	Difference	AAMC	SSOM	Difference
Microbiology and Immunology	85	84	-1	103	99.0	-4.0	144	143.0	-1.0
Molecular Pharmacology & Therapeutics	80	87	7	100	107.0	7.0	154	135.0	-19.0
Molecular & Cellular Physiology	81	89	8	98	98.0	0.0	150	124.0	-26.0

2010-2011

FY11

	Assist			Assoc			Prof		
	AAMC	SSOM	Difference	AAMC	SSOM	Difference	AAMC	SSOM	Difference
Microbiology and Immunology	87	96	9	104	101.0	-3.0	150	145.0	-5.0
Molecular Pharmacology & Therapeutics	81	85	4	104	118.0	14.0	153	137.0	-16.0
Molecular & Cellular Physiology	83	96	13	104	99.0	-5.0	153	125.0	-28.0

APPENDIX 2. Results of an Anonymous Survey of SSOM Basic Science Professors (including chairs).



**Note that the AAMC Salaries used are from two years ago (2010).*

Survey of SSOM Basic Science Professors

1. The table below shows the mean quartiles of salaries in thousands of dollars in Midwestern Medical School Basic Science Departments (means of Microbiology, Pharmacology, and Physiology), as reported by the AAMC in "Table 23" for fiscal year 2010. Please make an "X" in the table below to indicate the quartile that contains your current salary. Please do not enter the actual amount, just an "X."

Quartile	AAMC Salary Levels for Professors	X
<25%	<\$125K	
25-49%	\$125K-\$149K	
50-75%	\$149K-\$181K	
>75%	>\$181K	

2. Please make an "X" in the table below to indicate the number of years (<5, 5-15, >15) that corresponds to how many years you have been a professor.

Years a Professor	X
<5	
5-15	
>15	

3. Please make an "X" in the table below to indicate whether you have ever received an overall annual performance evaluation of "Does Not Meet"?

Ever "Does Not Meet"?	X
Yes	
No	

APPENDIX 3

The following facts are directly relevant to our dispute that **Basic Science Professors in non-clinical Basic Science Departments at the Stritch School of Medicine (SSOM)** are under-compensated compared to AAMC benchmarks and that the faculty of SSOM have been specifically excluded from efforts to increase faculty salaries at all of the other Schools of Loyola University Chicago.

- 1) Average salaries of professors in the Basic Science departments for 2010-2011 were \$5,000-\$28,000 below even the 50th percentile of professors of medical schools in the Midwest region (AAMC tables).
- 2) SSOM is the only school at LUC that has not participated in a program to adjust faculty salaries to meet the 60-70th percentile of respective benchmarks based on productivity and time in rank.
- 3) A report by the SSOM Research Advisory Committee (from over three years ago) stated that adjustments of basic science salaries especially at the rank of professor were “essential”.
- 4) The specific erosion of professor salaries cannot be based on performance as Professors in the Basic Science departments have met or exceeded expectations on their annual evaluations every year they have been in rank at SSOM as demonstrated by a survey of those faculty.
- 5) The **BSI (Base, Supplement and Incentive)** compensation plan was implemented several years ago for all incoming faculty at SSOM. Faculty already at SSOM were provided an opportunity to be “grandfathered” and be compensated based on merit “if they fulfill their responsibilities as described in the faculty handbook”.
- 6) The BSI compensation plan states that faculty will receive a target salary in line with the median AAMC salaries (see #1). This contract has not been adhered to with some faculty. The document includes a formula for receiving full salary by teaching when faculty are not funded, and a formula for receiving “incentive” pay based on extramural grants.
- 7) There are no documents that specify any objective criteria to determine faculty salaries and annual merit increases, especially for faculty who are grandfathered from the BSI.
- 8) The Health Science Division (which includes SSOM) had an excess of \$4.6 million dollars revenue over expenses for FY 2011 with a projected excess of \$2.4 million in FY 2012 and \$4.6 million in FY 2013 as reported to the University Board of Trustees in Dec, 2011.
- 9) The School of Nursing, which is part of the Health Science Division with SSOM, has participated in the University program of salary adjustments to the 60th -70th percentile.

APPENDIX 4 – Contents of letter to President Garanzini and his responses.

Letter dated 31 Aug 2012
Dear President Garanzini:

This letter follows our communication on Mar 16, 2012 regarding salary issues at the Stritch School of Medicine (SSOM). We wish to update you on the lack of any progress in resolving our disputes.

As indicated in our earlier communication, the University Faculty Council passed a motion to involve you in resolving long-standing concerns of the faculty regarding two important salary issues at the SSOM:

- 1) The specific exclusion of SSOM faculty from University-wide efforts at all other schools (including the Nursing School) to adjust average salaries to the 60th-70th percentile of respective benchmarks.
- 2) The significant erosion of professor salaries (well below the 50th percentile) in the basic science departments at SSOM.

As representatives of the faculty in the Basic Science Departments at the SSOM, we are requesting justifications for why the majority of professors in the Basic Science Departments at the SSOM, who are productive and have met or exceeded expectations on annual evaluations during their time in rank, are earning salaries thousands of dollars below even the 50th percentile of the lowest available benchmarks?

Following our initial email to you (16 Mar 2012), which included details of the salary data, you referred the matter back to Provost Gamelli in your email of 18 Mar 2012. A group of up to nine senior faculty from all basic science departments subsequently met with Dean Brubaker on two occasions to discuss these matters. Dr. Brubaker emailed her final response on 25 July 2012 stating that SSOM will not participate in the adjustment of salaries to the 60th-70th percentile, nor will the administration make an attempt to correct the significant erosion of professor salaries in the basic science departments.

Dr. Brubaker reiterated the financial separation of SSOM from the rest of the University and the need to maintain sound budgets as one reason for not addressing these concerns. It is hard to reconcile the decision not to consider any salary adjustments on the basis of finances in light of recent financial statements showing that the Health Science Division and the University are financially sound. The reference to financial constraints is not a compelling argument since we presume there are similar financial constraints on all other schools in the University that have elected to align budgets to accommodate adjustments of faculty salaries.

In listing a second reason for the decision, Dr. Brubaker described the “goal of aligning finite SSOM resources with talented and productive faculty”, implying that the senior faculty are not sufficiently talented and productive to warrant competitive average salaries. We doubt this implication was intended since our survey of the faculty revealed that all respondents had met or exceeded expectations in their annual performance evaluations during their years in rank, when they excelled in the various academic benchmarks including teaching evaluations/awards, curricular and program development, number and quality of scientific publications, and extramural research grants.

Some important issues that have contributed to our grievances include:

- a) The paucity of documentation that specifies how salaries are aligned to faculty expectations, especially for faculty not in the Base, Supplement, Incentive (BSI) Compensation Plan, but are “grandfathered” under the previous compensation plan where faculty expectations are governed by the Faculty Handbook. While extramural funding is important for sustaining the scholarship required by the Faculty Handbook, it is not specifically stated anywhere as a requirement, especially for grandfathered faculty.
- b) The lack of periodic reviews of salaries for senior faculty who have been in rank for long periods.

c) The lack of any advocacy for faculty in disputes involving salaries.

Dean Brubaker discussed these matters with Provost Gamelli who concurs with the decisions she conveyed to the faculty.

As our President, we specifically want to know if you approve of the decisions described above in light of the attached facts supporting the concerns of professors in the basic sciences that they have been under-compensated, and that the faculty of SSOM have been specifically excluded from University efforts to adjust average salaries to the 60th -70th percentile of respective benchmarks?

We also want to know if you agree with the premise that the degree of financial separation of SSOM from the University constitutes sufficient justification to incorporate policies that are autonomous from the rest of the University?

President Garanzini's responses via email 1 Sep 2012

“Thank you for your message and request. There are two issues which are important to convey in a response to your request. First, compensation policies at the Medical Center have been different from the rest of the University since long before I came here. Faculty are simply compensated differently, in ways that reflect the practices at many other Medical centers, and the nature of the work and opportunities at SSOM faculty have which others do not. SSOM has even had different salary increases over the past few years, again, due to market and medical center conditions.

Second, the dean of the school is responsible for determining compensation awards. The Provost approves and passes them on to me, as a matter of information. This keeps the judgement call on faculty merit and other matters, such as salary compression, at the local level where faculty can be more fairly evaluated. So, chairs participate in the process, but the determination, in the end, has been the dean's. It is important that faculty know how and why they are being judged and rewarded as they are, and who better to convey that than the dean?

So, I have asked Dr. Brubaker to examine the reports and the concerns that you sent me--reports you seek to bring to the Faculty Council--and respond to them. She will indicate any next step options. This way, explanations which are not something I can offer will be forthcoming from someone who can.”

Appendix 5

Linda Brubaker, MD, MS
Dean and Chief Diversity Officer
Office of the Dean
Health Sciences Campus
2160 S. First Avenue
Maywood, IL 60153

September 19, 2012

John A. McNulty, Ph.D.
George Battaglia, Ph.D.
Michael Collins, Ph.D.
Stritch School of Medicine
Loyola University of Chicago

Dear Drs. McNulty, Battaglia and Collins:

Father Garanzini has asked that I respond to the August 31, 2012 letter and email that you forwarded to him. The issues raised in your correspondence to Father Garanzini are similar to the issues that you raised with me and to which I responded in my July 25, 2012 email. In an effort to provide a more comprehensive response to the issues you have raised, I have spoken to several administrators, both at the Stritch School of Medicine and at the Lakeside Campuses.

The first issue you raised is whether Stritch faculty (and specifically, basic science faculty within Stritch) are entitled to the same salary adjustments that are being sought for faculty at all other schools/colleges of the University. The second issue is whether financial separation is a sufficient reason for Stritch to function autonomously from University policies (and specifically compensation policies). Since these two issues are both related to compensation policies at the Stritch School of Medicine, I will address them together.

Although I addressed these issues with you previously during our in-person meetings and in my prior correspondence with you, it might be helpful to provide some background regarding compensation policies at Stritch. I have conversed with University leadership to carefully review the compensation policies and have confirmed that Stritch has been managed differently from the other nine schools and colleges of the University for many years. Historically, the Foster G. McGaw Hospital was established to provide clinical facilities and financial support for Stritch, and Loyola University Medical Center (LUMC) has been providing financial support to Stritch for as long as LUMC has existed. As part of our partnership affiliation with Trinity Health Corporation, its subsidiary, LUMC, continues to provide annual academic support for Stritch.

In addition to a separate compensation policy for SSOM, there has historically been a separate reporting structure. Historically, Stritch reported to the Provost/Executive Vice President for the Medical Center who later also became the President of LUMC. This is in contrast to the other schools of the University, including the School of Nursing, that have reported to the Senior Vice President for Academic Affairs/Provost for the Lakeside Campuses. The result has been that the policies and compensation structures at Stritch have been aligned with the policies and compensation structures of LUMC. As you know, as of last July, the School of Nursing and Stritch both became part of the newly created Health Sciences Division; however, the compensation policies of the School of Nursing have never been aligned with those of LUMC. This changed the reporting line for the School of Nursing, but did not change the compensation model for the School of Nursing. In addition, the organizational and geographical separation and the higher salaries at Stritch have all been recognized by our federal government that allows us to use two different facilities and administrative (F&A) rates for our sponsored research (43% Lakeside vs. 51% Health Sciences).

Due to the financial support from LUMC, the administrative reporting lines at Stritch, the dual employment of the clinical faculty, and the geographic proximity, the salary increases at Stritch have historically been equivalent to the salary increases at LUMC (i.e., in any fiscal year, if the salary increases at LUMC were 4% and at the Lakeside Campuses they were 2.5%, Stritch received the same salary increases as LUMC). This has only changed recently as a result of the transaction with Trinity.

In the late 1990's and until 2003, the University experienced certain financial difficulties. During this time, the level of merit-based salary increases for the schools at the Lakeside Campuses (including the School of Nursing) were extremely low and in some years, nonexistent. However, during the same time period, due to Stritch's financial alignment with LUMC, faculty and staff at Stritch continued to receive merit increases similar to increases in prior years- I am told that the average merit pool increase at Stritch was about 3% from 1995 to 2009. Therefore, Stritch faculty and staff salaries were unaffected by the Lakeside financial troubles. Beginning in 2003, the University began to address the salary situation for faculty and staff at the Lakeside Campuses in order to ameliorate the previously lower salary increases. For the faculty, the University offered a "peace dividend" in an effort to bring the faculty salaries to the level that they should have been had there been no financial difficulties at the University. The goal was to target 60-70% of the median of faculty salaries at certain select colleges and universities. However, the increases were not distributed equally to all faculty; productivity was a component of the process. (It should be noted that a Staff Equity Adjustment Fund was provided for staff at the Lakeside Campuses since the salary issues affected both faculty and staff at those campuses).

You have asked whether there is any intent that the faculty at Stritch be included in the "peace dividend" program that was put in place for faculty at the Lakeside Campuses. The short answer is "no". Since Stritch faculty salaries were not adversely impacted as the faculty and staff salaries at the Lakeside Campuses were during this time period, it would be inappropriate for Stritch faculty to receive the "remediation" salary increases paid to the Lakeside faculty and staff. Additionally, the revenue sources for the Lakeside Campuses are different than those of Stritch.

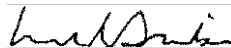
You have also asked whether it is appropriate that a school be treated differently as a result of "financial separation". As indicated above, Stritch has been and will continue to be treated differently than the other colleges and schools of the University in a variety of ways and for a variety of reasons. At our May 7, 2012 meeting, I had indicated that Lakeside Campus revenue sources will not be available for the operating or capital expenses of Stritch. In addition to having had a different reporting line and having salary increases aligned with LUMC, the faculty at Stritch are the only faculty of the University who have the opportunity to receive incentive compensation. At Stritch, there are at least three types of compensation structures for faculty: (1) clinical faculty who are paid by LUMC for their clinical work and paid by Stritch (but in many cases, funded by LUMC even for their academic base salary) for their Stritch faculty and/or administrative appointments; (2) basic science faculty who are research intensive and are part of the BSI Plan; and (3) basic science faculty who are not part of the BSI Plan, who have electively forgone the opportunity to earn incentive compensation and are "grandfathered" into the former compensation structure for basic science faculty at Stritch. The clinical faculty are part of the XYZ compensation structure of LUMC and are paid a base salary, a supplement for any administrative duties and responsibilities, and an incentive component of compensation. Similarly, the basic science faculty in the BSI Plan are paid a base salary, a supplement, and are eligible to receive an incentive component based on productivity for outstanding achievement in research funding and/or teaching based on the certain criteria. As indicated in the BSI document, the goal of the BSI Plan was that the target salary (base plus supplement) would be in line with the "median salary in the AAMC's 'Summary Statistic on Medical School Faculty Compensation for Midwestern Region PhD & Other Doctoral Degree' specific for department and rank and time in rank." The BSI Plan clearly provides an avenue for productive faculty to receive incentive compensation. "Grandfathered" Stritch faculty have the opportunity to join the BSI Plan at any time, and therefore, have the ability to earn productivity-based incentive compensation. The only Stritch faculty who do not receive incentive compensation are those "grandfathered" basic science faculty who have chosen not to participate in the BSI Plan, and have opted out of the plan. In contrast, faculty at the Lakeside Campuses do not have any option to earn incentive compensation, including the faculty of the School of Nursing.

Your letter to Father Garanzini made a reference to annual evaluations and the fact that many Stritch basic science faculty receive a “meets expectations” or “exceeds expectations” in their annual evaluations. However, as indicated on page 49 of the Faculty Handbook, “While annual evaluations play a role in determining compensation, they are not the sole determining factor”. This is because the broader budgetary considerations of the University and each of its colleges/schools limit the pool of resources that are available for salary increases each year.

As I indicated in my July 25th email, the sources of revenue for the Stritch budget are Stritch tuition revenue, Stritch grant support, charitable gifts to Stritch and the academic support payment from LUMC. With our Trinity affiliation, this academic support payment is paid by LUMC, and guaranteed by Trinity. Having an unrelated third party provide an academic support payment to Stritch definitely makes Stritch unlike any other school or college of the University. As a stakeholder in Stritch’s financial future, Trinity would expect that any compensation structure or policy at Stritch be based on productivity and that it be somewhat related to the financial success of LUMC. As we move forward in our relationship with Trinity, and as we prepare for the construction of a new Center for Translational Research, it is essential that we not only be able to live within our current sources of revenue and our budgets, but also be able to support the additional operating costs and challenges to our budgets that the new facility and this new relationship will bring. On a going forward basis, we will likely be reexamining the compensation structures and policies, as well as space/lab utilization, research support, and other policies for faculty at Stritch to ensure that all these programs incentivize the most productive of the faculty, and that the limited resources that are available to Stritch are maximized to the benefit of the school. In this new environment, productivity, and particularly the ability to externally fund our research programs, will become a key factor.

I hope that this more comprehensive response answers your questions. One last point that I should address - since this salary issue has now gone beyond an email exchange, and you have involved the President of the University and the Faculty Council, pursuant to the Faculty Handbook, the process that we are using is the Faculty Grievance Procedure. Although that procedure usually requires that the grievance be taken up with the applicable departmental chair, since you have indicated that your grievance is on behalf of a group of Stritch faculty, beginning with any one departmental chair would not make any sense in this case. As a result, this matter was referred to me as the Dean of the Stritch School of Medicine for resolution. I am hopeful that this response will conclude this matter.

Sincerely,



Linda Brubaker, MD, MS
Dean and Chief Diversity Officer
Stritch School of Medicine
Loyola University of Chicago

Cc: Michael J. Garanzini, S.J.
Richard L. Gamelli, M.D.