

BENEFITS SURVEY

of Faculty and Staff

A Spotlight Special Report

MAY 2010

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Spotlight is published monthly by Human Resources. Please address any comments to Hillary Kwiatek, Spotlight Editor, Human Resources 428 Broadhead Avenue, send email to hik210@lehigh.edu, or call extension 85165 or 83969.

Current and past issues can be viewed at: www.lehigh.edu/~inhro/spotlight1.html.

The University's Benefits Survey of Faculty and Staff reveals...

Employees are generally satisfied with their benefits!

Lehigh has a reputation — in the region and beyond — of providing good benefits to our employees. Even so, our benefits program is only truly successful if a) it substantially addresses the needs of faculty and staff members, and b) works to attract and retain the best and brightest talent to serve the goals of the University as a whole.

At Lehigh, it's important that our benefit offerings remain relevant and competitive in the region as well as with peer institutions across the country. Ultimately, we want to make sure our benefits program meets the highest priority needs of the employees while supporting the University's strategic goals. To this end, the University launched the *Benefits Allocation Review* to determine whether or not the current allocation of spending within the budget is appropriate. The goal is not to increase or decrease the overall benefits budget, but to potentially reallocate resources from one benefit to another to make sure the mix of benefits is as useful as possible to the majority of faculty and staff. The University had not critically examined the effectiveness of its benefits program in 25 years, so a comprehensive review was long overdue.

Information gathering was an important step required for the *Benefits Allocation Review*. To gain a clearer picture of the current level of satisfaction among University staff and faculty members with their employee benefits, a project team developed the *Benefits Survey of Faculty and Staff*. (Please see the back page of this report for more information about the project team.) With the Survey, we set out to:

- Assess the degree of satisfaction of faculty and staff with current benefits program elements
- Identify the benefit needs and preferences most important to staff and faculty
- Solicit input on benefits program changes that would be of value to employees.

The survey was sent out in May 2009 to all benefits-eligible faculty and staff members. Lots of data was collected and subsequently analyzed and reviewed. We're happy to report good news: *overall satisfaction with benefits among the Lehigh community is quite high.*

The following pages provide a summary of the survey findings as well as an overview of the *Benefits Allocation Review* thus far and the plan for the future.

KEEP AN EYE OUT FOR
BENNIE THROUGHOUT
THIS REPORT TO
LEARN ABOUT THE
HISTORY OF BENEFITS AT LEHIGH.



And The Survey Says...

Here is the breakdown of survey response rates by employee group:

Employee Groups	Invitations Sent	Surveys Started		Surveys Completed	
		Number	Percentage	Number	Percentage
Centennial School Teachers	38	8	21.1%	5	13.2%
Exempt Staff and Res Sci/Sch/Engr	591	372	62.9%	338	57.2%
Faculty	432	186	43.1%	172	39.8%
Nonexempt Research Interns*	20	1	5.0%	1	5.0%
Nonexempt Staff	494	304	61.5%	271	54.9%
Research Associates	48	14	29.2%	11	22.9%
Subsidiaries & Affiliates**	65	19	29.2%	18	27.7%
Full Benefits Eligible Employees					
TOTALS:	1,688	904	53.6%	816	48.3%

*College of Education
 **Ben Franklin, Fraternity Management Association, Manufacturer's Resource Center, Patriot League

A PIECE OF BENEFITS HISTORY



Very few employers provided their employees with health or life insurance in the early part of the 20th Century. Most American workers were first introduced to benefit plans in the 1940s in response to the federal government's freeze on the growth of wages and salaries during World War II.

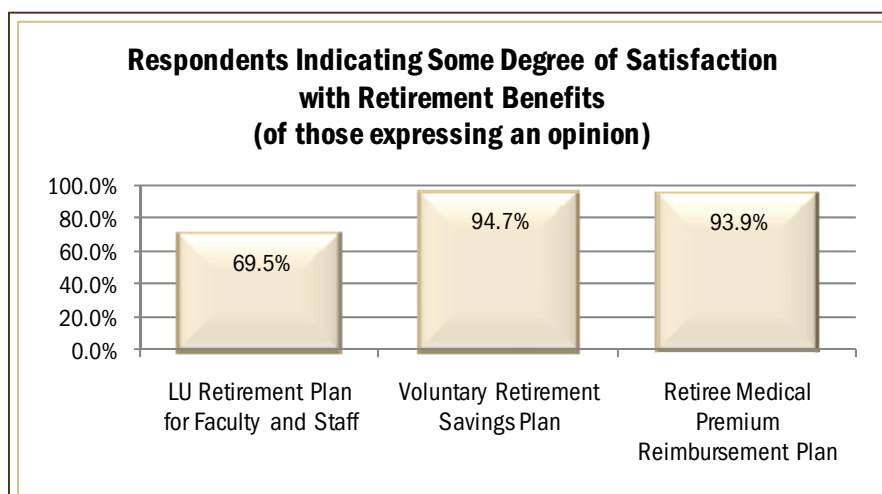
NOTE: The survey data reported on the following pages include all responses to each question answered by participants, including those who did not complete the survey in its entirety.

Satisfaction With Benefits

The *Benefits Survey of Faculty and Staff* began with questions about employees' level of satisfaction with health and welfare benefits, retirement benefits, tuition benefits, and paid time off benefits. Respondents were asked to rate their level of satisfaction with each benefit as "Very Satisfied," "Satisfied," "Somewhat Satisfied," "Somewhat Dissatisfied," "Dissatisfied," "Very Dissatisfied," or "No Opinion/Never Evaluated." Here are the highlights of the responses.

Q: *How satisfied are staff and faculty members with their benefits?*

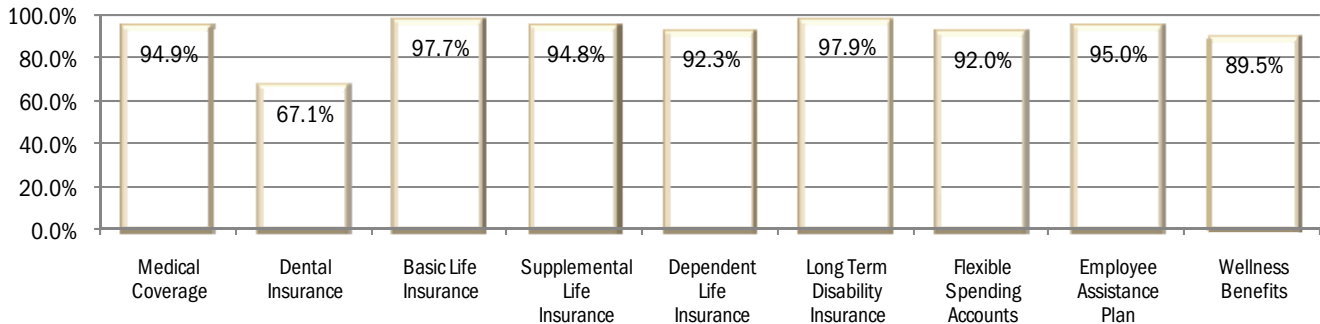
A: Of the University faculty and staff who expressed opinions, most are satisfied with the various components of the University's benefits program and feel it meets their individual needs. The following charts indicate the percentage of respondents reporting some degree of satisfaction (ranging from "Very" to "Somewhat Satisfied") with the individual benefit components:



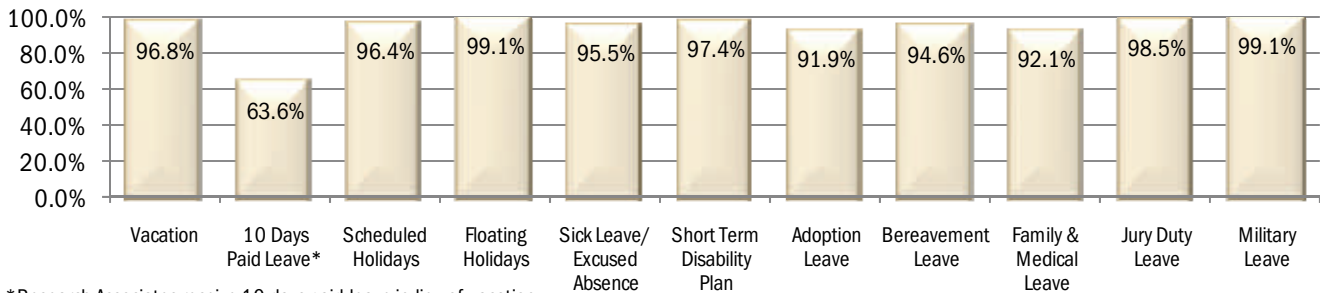
"I don't understand half of what's out there in financial programs and language, especially in light of the changing economy and financial environment. Some training or discussion programs would be useful to understand it all."
 - Survey Respondent

Satisfaction (cont'd)

**Respondents Indicating Some Degree of Satisfaction with Welfare Benefits
(of those expressing an opinion)**

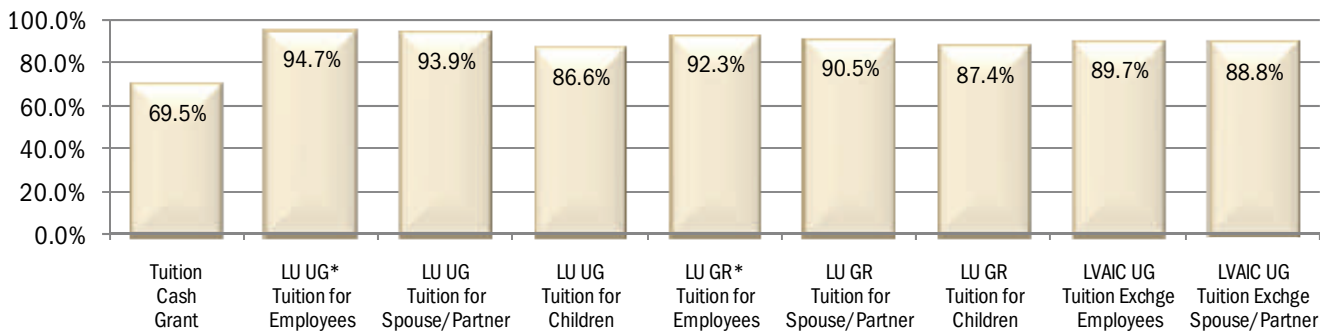


**Respondents Indicating Some Degree of Satisfaction with Paid Time Off Benefits
(of those expressing an opinion)**



*Research Associates receive 10 days paid leave in lieu of vacation.

**Respondents Indicating Some Degree of Satisfaction with Tuition Benefits
(of those expressing an opinion)**



* UG = Undergraduate, GR = Graduate

The Bottom Line: Overall, the Benefits Survey of Faculty and Staff found that Lehigh University faculty and staff are quite satisfied with their benefits and feel the various components of the program meet their individual needs.

Most and Least Important Benefits

As part of the *Benefits Survey of Faculty and Staff*, we set out to examine which benefits are the most valuable to Lehigh employees. The University offers a breadth of benefits, on which employees place varying levels of importance. To capture this information, as part of the Survey, we asked employees to identify the three most important and three least important benefit plans to them.

Q: *What did employees identify as the most and least important discretionary benefits?*

A: Among discretionary benefits — benefits (other than paid time off) that the University is not required to provide under federal or state law — we found the following:

Benefits Mentioned as “Most Important” with Greatest Frequency	
Benefit Plan	Number of Mentions
Medical Insurance	723
Retirement Plan	584
LU Undergraduate Tuition for Children	147
BEST Program Training Subsidy Benefit*	144
Long Term Disability Insurance	128

Benefits Mentioned at “Least Important” with Greatest Frequency	
Benefit Plan	Number of Mentions
BEST Program Training Subsidy*	192
LVAIC Tuition Exchange Program for Spouse/Partner	191
LU Graduate Tuition for Spouse/Partner	152
LU Undergrad Tuition for Spouse/Partner	149
LU Graduate Tuition for Children	128

*BEST program offers a training subsidy for non-credit programs.

Are you surprised by these results? They underscore differences in how different employees use various benefit plans. The BEST program, for example, was identified as an important benefit by staff respondents. It was also identified as one of the least important benefits by a sufficient number of faculty respondents to appear on that list as well.

A PIECE OF BENEFITS HISTORY



Over the last 30 years, paid time off benefits have undergone many changes:

- Holidays increased from 9.5 days in the mid-1970s to 12 days in 1984.
- The University eliminated the 60-day waiting period for access to paid time off benefits in 1990.
- Nonexempt staff members were permitted to carry forward unused sick leave to supplement their salary continuation benefits for short-term disability beginning July 1, 1991.
- Bereavement leave increased from three to five days for members of the immediate family and from one to three days for the extended family on October 1, 1991.
- A paid Family and Medical Leave policy for faculty was introduced in 2001.

Most and Least Important Benefits (cont'd)

Q: What did employees identify as the most and least important paid time off benefits?

A: Responses included the following:

Paid Time Off Benefits Cited as “Most Important” with Greatest Frequency	
Type of Paid Time Off	Number of Mentions
Vacation	172
Sick Leave/Excused Absence	43
Short Term Disability Benefits	35

“Paid time off benefits here are amazing. I have no complaints.”

–Survey Respondent

Paid Time Off Benefits Cited as “Least Important” with Greatest Frequency	
Type of Paid Time Off	Number of Mentions
Military Leave	445
Adoption Leave	307
Jury Duty Leave	225

The *Benefits Survey of Faculty and Staff* also included questions about the relative importance of **voluntary benefits** — optional benefits for which employees pay total cost — currently offered by the University.

Q: What did Lehigh employees identify as the most important voluntary benefits?

A: The voluntary benefits employees ranked as “most important” were the **Voluntary Retirement Savings Plan** and the **Dental Plan**, which yielded satisfaction ratings of 97.0 percent and 67.1 percent respectively.

A PIECE OF BENEFITS HISTORY

An employee-funded voluntary dental plan was first added to the Lehigh Benefits program in 1997.



Bottom Line: Overall (and not surprisingly), the benefits identified as “most important” or “least important” directly correspond to the benefits used the most frequently and the least frequently by employees.

Desired Changes

In addition to ranking their overall satisfaction with benefits and identifying which benefits they value as most important, the *Benefits Survey of Faculty and Staff* asked respondents to report how they felt the benefits program and its individual components could be changed to better meet their needs.

Q: *What would staff and faculty like to change about their benefits?*

A: Although the comments entered by survey respondents varied greatly, themes emerged regarding changes. The plans in the following charts are listed in order of frequency of comments.

Most Cited Desired Changes in Health and Welfare Benefits*			
Health and Welfare Benefits	Total # Comments	Comments Per Change	Desired Changes
Voluntary Dental Insurance	135	52	▪ Improve the cost vs. level of benefit ratio
		28	▪ Increase annual maximum benefit available
		21	▪ Undefined "better"
		18	▪ Expand covered services
Medical Insurance	78	25	▪ Lower cost
		14	▪ Expand covered services
		14	▪ Expand provider network
Vision Coverage	38	11	▪ Expand provider network
		9	▪ Expand covered services and/or level of coverage
Wellness Benefits	36	11	▪ Expand and enhance program offerings
		8	▪ Provide more Lehigh- or insurance-paid offerings
Flexible Spending Accounts	30	20	▪ Improve ease of use and reimbursement procedures
		7	▪ Change carrier or improve customer service

*322 survey respondents commented on this topic.

Most Cited Desired Changes in Tuition Benefits*			
Tuition Benefits	Total # Comments	Comments Per Change	Desired Changes
Tuition Cash Grant	132	67	▪ Increase the cash grant amount
		30	▪ Extend benefit to nonexempt staff
LVAIC Tuition Exchange	69	34	▪ Extend benefit to dependent children
		13	▪ Add graduate programs
Lehigh Tuition Remission	31	9	▪ Improve accessibility of Lehigh education
		7	▪ Miscellaneous enhancements to policies/procedures

*251 survey respondents commented on this topic.

There were 65 general tuition comments. The taxability of tuition benefits in certain situations was a sore point for 24 of these respondents.

Desired Changes (cont'd)

Most Cited Desired Changes in Paid Time Off Benefits*			
Paid Time Off Benefits	Total # Comments	Comments Per Change	Desired Changes
Sick/Excused Absences	46	13	▪ Rescind limits in revised exempt sick/excused absence policy
		7	▪ Improve consistency in policy interpretation across departments
Paid Holidays	40	21	▪ Add one or more of the most requested national and/or religious holidays – i.e., Martin Luther King Day and/or Good Friday
		9	▪ Close University between Christmas and New Year's
Vacation	38	16	▪ Reduce service requirements for nonexempt staff
		6	▪ Improve consistency in how policy is applied across departments
Bereavement Leave	30	17	▪ Increase number of days, especially for grandparent's death
		5	▪ Expand applicable relationships
Family & Medical Leave	22	6	▪ Remove disparity between faculty and staff benefits
		6	▪ Improve procedures (ease of use)

*160 survey respondents commented on this topic.

Most Cited Desired Changes in Retirement Benefits*			
Retirement Benefits	Total # Comments	Comments Per Change	Desired Changes
Lehigh Retirement Plan	65	28	▪ Reduce age and/or seniority requirements for participation
Medical Premium Reimbursement Plan	33	11	▪ Increase level of reimbursement subsidy
		10	▪ Access to LU medical plan to retirees age 65+
Voluntary Retirement Savings Plan	11	3**	▪ Add some matching funds to encourage savings

*129 survey respondents commented on this topic.
 **Not the most frequent comment. Five respondents said they couldn't afford to put money into the voluntary savings plan.

While the majority of comments regarding the retirement benefits were positive, a number of respondents expressed concern regarding the affordability of health care insurance during retirement.

Q: *What other types of voluntary benefits would Lehigh employees like to see offered by the University?*

A: Of the voluntary benefits that are not currently available through the University, faculty and staff ranked Long Term Care Insurance and Self-Funded Savings for Retiree Medical Insurance as most desirable.

"The new policy of limiting sick leave [for exempt staff] strikes me as mistaken – it seems to create a 'use it or lose it' mentality that shouldn't apply to sick leave."

– Survey Respondent

Bottom Line: The desired changes cited by survey respondents reflected their individual, personal experiences with various benefit plans. While comments varied, there were some key themes that emerged for each benefit.

Medical Plan Utilization

A separate section of the *Benefits Survey of Faculty and Staff* asked participants about their medical plan enrollment; why they selected their specific medical plan; and how satisfied they are with the carrier, providers, and services provided.

Q: *When staff and faculty members had a choice of employer plans, which employer’s plan did they choose and why?*

A: Of the 832 respondents who completed this section of the survey, 224 respondents said they have access to medical insurance coverage through a spouse/partner’s employer. Of these respondents, 109, or 48.7 percent, chose to enroll in one of the plans offered by Lehigh. The other 115, or 51.3 percent, said they opted to enroll in the coverage provided by that other employer. The primary reasons cited for choosing to enroll in a spouse/partner’s plan instead of one of the University’s medical insurance plans were:

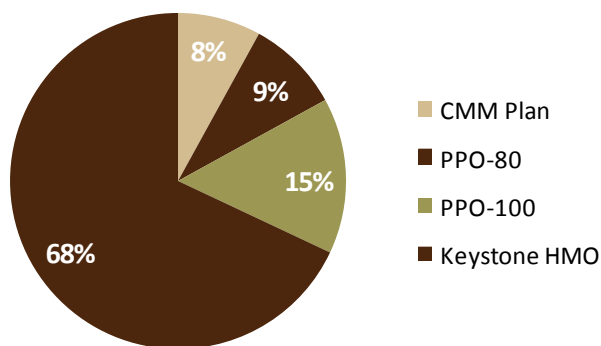
- Lower premium costs
- Greater coverage
- Lower out-of-pocket costs.

Q: *How did faculty and staff members select their medical plan?*

A: We asked faculty and staff members to identify the top three factors that influenced their choice of medical coverage. This table shows the factors employees most frequently identified as the “top three” that influenced their choices:

Factor	Frequency of Inclusion in “Top Three Factors”
Monthly Premium	515
Coverage Provided	503
Network of Health Care Providers	384
Type of Plan (HMO, PPO, or CMM)	368
Copayment Amounts	167
Annual Deductibles	81
Coinsurance Levels	31

Distribution of Plan Enrollment Among Respondents Who Participate in the University’s Coverage



Lehigh offers four medical benefit plan options:

- **CMM:** A traditional fee-for-service plan that is geared toward covering treatment when the patient is ill
- **PPO-80:** A Preferred Provider plan with a low copayment for doctor’s office visits and 20% co-insurance for supplies and other services in the plan network
- **PPO-100:** A Preferred Provider plan with a low copayment for doctor’s office visits and no coinsurance for supplies and other services in the plan network
- **Keystone HMO:** A Health Maintenance Organization plan that offers lower premiums in return for a more restricted range of providers.

Bottom Line: People choose their medical plan for a variety of reasons although premium cost and level of coverage are the two leading factors. Provider network and type of plan are also key factors.

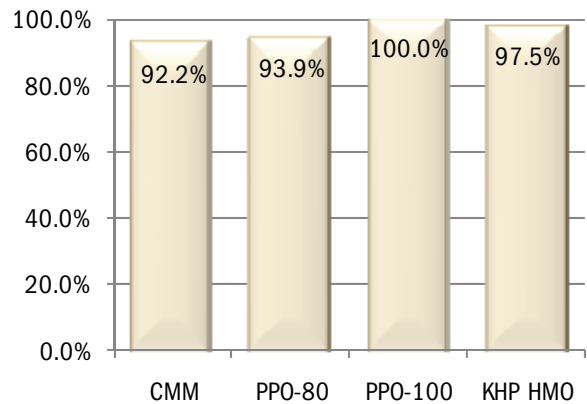
Medical Plan Satisfaction

The following charts show the percentage of respondents (of those expressing an opinion) reporting some degree of satisfaction with the identified features of the medical insurance plan in which they are enrolled:

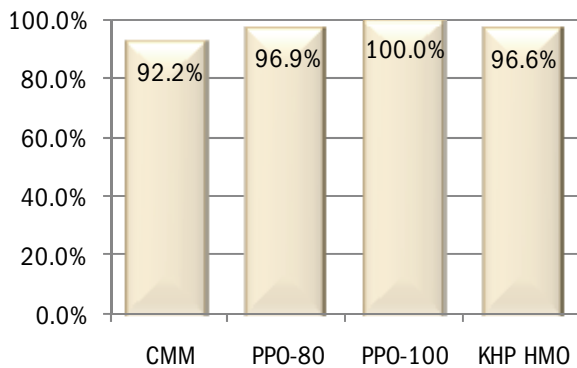
“My spouse’s employer does not cover a large amount of the cost of health insurance for spouses and children. They do, however, cover 100% of the cost for their employees.”

– Survey Respondent

Level of Coverage Provided by Plan



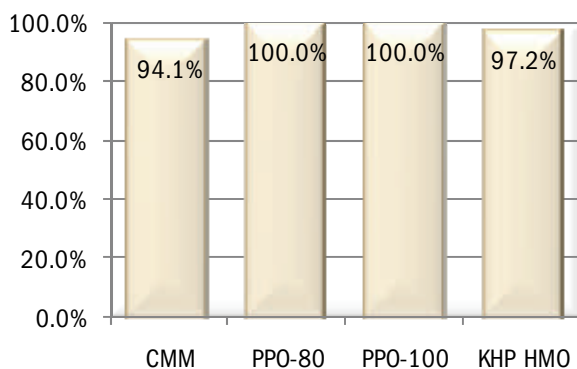
Quantity, Selection, and Availability of Health Care Providers



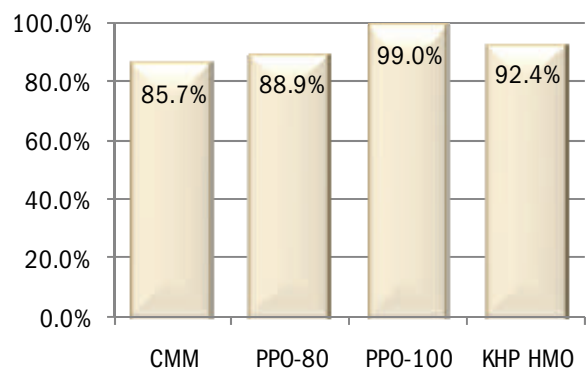
“I had cancer three years ago and was very sick. Dealing with the disease, treatments and helping family get through it is enough to deal with. I was VERY appreciative that I didn’t have to worry about benefits and my job. I have no complaints and would consider myself very selfish if I did.”

– Survey Respondent

Quality of Professional Services Delivered by Health Care Providers

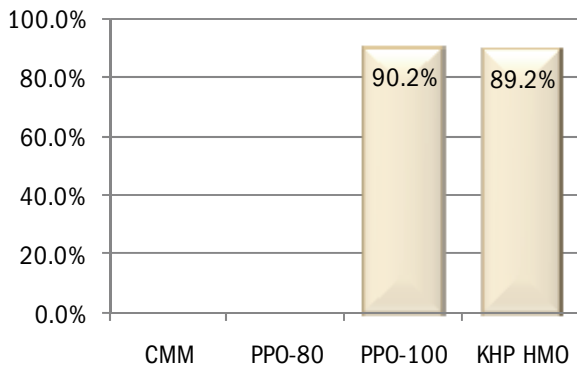


Administrative Details, Claims Administration, and Problem Resolution



Medical Plan Satisfaction (cont'd)

Quality, Selection, Availability, and Service of IBH Network Providers

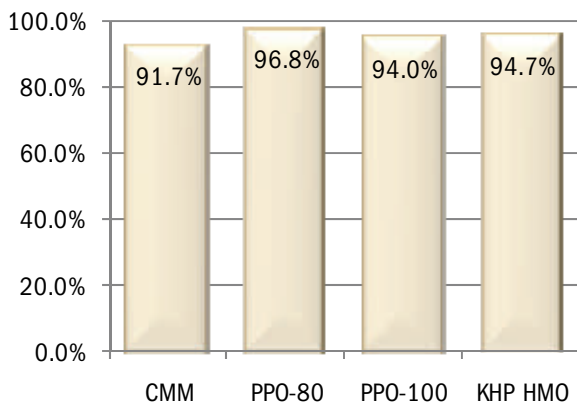


All four medical plans provide mental health and substance abuse services to plan participants. However, only the PPO-100 and KHP HMO utilize **Integrated Behavioral Health (IBH)** network providers to render these services.

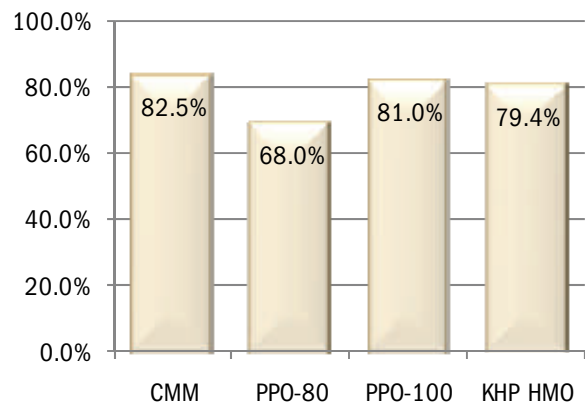
IBH is also our *Employee Assistance Plan (EAP)* provider.

Even though all enrolled employees have the same vision and prescription services, we found variation in satisfaction levels among different plan participants using these services.

Walgreens Health Initiatives Rx Plan



Davis Vision Plan



IMPORTANT DATES IN LEHIGH BENEFITS HISTORY

- 1982: Full benefits extended to faculty and staff working at least 75 percent of a full time schedule
- 1985: Health Care and Dependent Care Flexible Spending Accounts introduced
- 1986: Tuition Cash Grant benefit revised for new employees hired after 09/01/1986
- 1987: Wellness Programs launched
- 1989: Flexible Benefits Program launched
- 1990: Employee Assistance Program launched
- 1993: Liberty Mutual group discounts introduced for home/auto insurance
- 1994: Northampton Community College Tuition Benefits ended; replaced by BEST Program
- 1998: Mortgage Incentive Program introduced at 1% of purchase price; increased to 2% with expanded geographic region in 2000; substantial enhancements introduced in 2010
- 2003: Benefits extended to same-sex domestic partners



Focus Group Findings

After analyzing the comments generated through the *Benefits Survey of Faculty and Staff*, several key areas were identified for further exploration through the use of focus groups to gain additional insight. During September and October 2009, Human Resources held six two-hour sessions to cover six key benefit areas (dental, medical, retirement, tuition, wellness, and vision) to get additional feedback from faculty and staff members about their current benefits.

Unfortunately, these focus groups were not well attended. It proved difficult to generate sufficient interest among staff and faculty. In the end, we sent out 430 invitations to randomly selected individuals: 118 to faculty and 312 to non-faculty employees. A total of 54 people participated, with 6 – 13 individuals per focus group.

Focus Group Conclusions	
<p style="text-align: center;">Dental Focus Group</p> <ul style="list-style-type: none"> • Unfavorable cost vs. benefit ratio • \$1,000 maximum is too low • Level of satisfaction = individual experience <ul style="list-style-type: none"> • In-network vs. out-of-network providers • Perception: limited acceptance by providers 	<p style="text-align: center;">Medical Focus Group</p> <ul style="list-style-type: none"> • Generally satisfied with plans, benefits, and networks • Some frustration when trying to obtain specific information on covered vs. excluded services • Less satisfied with Rx plan customer service • More education on how to use the plans most effectively
<p style="text-align: center;">Retirement Focus Group</p> <ul style="list-style-type: none"> • LU Plan and VRSP* have strong positive impact • High level of satisfaction with both plans but recommend some changes to better serve new/young employees • Recommendation to increase level of the Medical Premium Reimbursement Plan • Recommendation for a formal retirement transition plan 	<p style="text-align: center;">Tuition Focus Group</p> <ul style="list-style-type: none"> • Has a positive impact on recruitment/retention • Tuition Cash Grant should be available to all staff • Some interest in exploring a tuition exchange plan as an alternative to cash grant program
<p style="text-align: center;">Vision Care Focus Group</p> <ul style="list-style-type: none"> • Satisfaction with benefit depends on provider(s) used; individual experience varied • Confusion on when to use medical vs. vision plan • Some dissatisfaction with exclusion of certain services – e.g., progressive lenses, glass lenses, Lasik surgery 	<p style="text-align: center;">Wellness Focus Group</p> <ul style="list-style-type: none"> • More/better discounts for fitness facilities and programs • Recommend free flu shots and other common vaccinations • Work environment concerns – e.g., temperature, fumes, noise

*Voluntary Retirement Savings Plan

Bottom Line: The time and input provided by the focus group participants is greatly appreciated. Although the focus group findings were consistent with the survey results, the findings are not statistically valid due to the small number of participants.

Is the University's Benefits Budget Allocated Correctly?

One goal of this survey was to determine if the University was spending its benefits budget dollars on the benefits that employees report are the most important to them. To answer this question, we looked at the actual allocation of discretionary cash value benefits, along with data from the survey on level of importance and satisfaction with various benefits. What we found was encouraging. In 2008, 89 percent of discretionary cash value benefits spending went toward the benefits identified as “most important” by University faculty and staff.

“The most important factors that I considered when taking the job with the University were: compensation, tuition benefits particularly for my children, and retirement program.”

– Survey Respondent

Discretionary Cash Value Benefits Spending Analysis

Benefit	Percent of Spending	Satisfaction Level
Medical Insurance	36.8%	94.9%
Retirement Plan	37.6%	92.6%
Lehigh Undergraduate Tuition for Children	12.5%	86.6%
BEST Training Program Subsidy	0.2%	Not individually assessed
Long Term Disability Insurance	1.9%	97.9%
Total Percent of Spending:	89.0%	

A PIECE OF BENEFITS HISTORY

Lehigh was among the employers who moved to “fringe benefits” in the late 1940s. The University implemented its first medical coverage plan in 1946.



Bottom Line: From the budget perspective, it appears that we are spending our benefit dollars wisely.

The Benefits Allocation Review

WHAT IS IT?

The Benefits Survey of Faculty and Staff is part of the broader *Benefits Allocation Review*. During a review such as this, an organization looks at every aspect of its benefits program, both quantitatively and qualitatively, through a variety of methods, including historical analysis, comparing our benefits to peer institutions, and surveys of current employees. This is the University's first comprehensive review of its employee benefits in 25 years.

WHY DO IT?

Lehigh's current benefits package has evolved over time in response to a variety of factors, including a desire to stay competitive with other institutions, changes in federal laws governing benefits, and increasing benefit costs. We are conducting this review to determine whether or not we are spending our benefits budget appropriately.

WHAT ARE THE KEY QUESTIONS INFORMING THIS PROCESS?

There are two main questions driving our determination of whether or not we are allocating our benefits budget wisely:

What do employees specifically want and value in a benefits program?

If employees don't feel they are gaining from their benefits program, it's not doing its job. The HR department receives various requests for specific benefits changes and additions. Because we can't fund all these requests, we need to prioritize which changes are most important to employees.

How can the University's benefits support the implementation of the University's Strategic Plan?

With the help of the *Benefits Allocation Review*, we want to make sure employee benefits support the University's effort to recruit and retain the best and brightest staff and faculty. We also want to be sure employees have the benefits support needed to help them focus and do their very best work.

"Three kids, three Lehigh undergraduate degrees, two Lehigh graduate degrees (they had assistantships). Made up for all the years of lower pay compared to industry job offers when [I] graduated with [my] PhD."

– Survey Respondent

"Tuition benefits represent a huge savings for employees who are in a position to take advantage of them, yet no equivalent benefit is offered for employees who are childless and who may need long-term disability or other benefits in later years because of their childless status."

– Survey Respondent

Benefits Allocation Review (cont'd)

WHAT'S BEEN DONE SO FAR?

THE BENEFITS EDUCATION INITIATIVE

HR planned a year-long *Benefits Education Initiative* to give employees the opportunity to learn more about their benefits and ask questions about the things they may find unclear. The Initiative spanned the 2008-2009 academic year and included the following components:

Learning Your Benefits (LYB) Series — In Fall 2008, HR held a series of six classroom sessions to inform faculty and staff members about the history of Lehigh's benefits. Employees gave the fall series rave reviews, so the series was offered again in Spring 2009. Missed the LYB series? Employees can access an Illuminate version of each LYB session from their desks via the Campus Portal. In a survey assessing the LYB series, HR found the following:

- 150 registrants participated in the live sessions
- 93.7 percent of registrants felt the six sessions met or exceeded their expectations
- 97.5 percent said they would recommend the series to others
- 54.4 percent said they use the HR Web site as their number one source for learning about Lehigh University benefits.

Brown Bag Lunches — These five interactive one-hour sessions gave employees a chance to learn about the University's specific benefits programs. Topics covered included paid time off, tuition, and the Lehigh benefits package.

Benefits and Wellness Fair — Held in the Lamberton Great Room in April 2009, the Benefits and Wellness Fair provided faculty and staff with another chance to learn about their benefits, including auto insurance savings, flexible spending accounts, and travel services. Benefits and wellness vendors — **Capital Blue Cross, Ceridian, Liberty Mutual**, the University's Fitness Center, and many others — answered questions and helped employees better understand benefit nuances. About 250 staff and faculty members enjoyed the information, free giveaways, and prize raffles.



A representative from Fidelity discusses voluntary supplemental retirement savings with a Lehigh employee during the Benefits and Wellness Fair.

BENEFITS SURVEY OF FACULTY AND STAFF

From there, the review process moved on to identifying staff and faculty member benefit needs and preferences. In Spring 2009, a Benefits Survey Design Team began meeting to compose appropriate questions for a comprehensive and effective *Benefits Survey of Faculty and Staff*.

In distributing the survey, we gave all full-time benefits-eligible faculty and staff members the opportunity to provide candid feedback on their current benefits. Employees received the web-based survey through **SurveyMonkey** and had the month of May 2009 to provide their anonymous responses. In addition to answering survey questions, some employees also answered open-ended questions regarding benefits. Specifically, the survey asked employees:

- What is your overall satisfaction with the benefits program?
- Which programs are the most beneficial and why?
- Which programs could use some changes?
- Which programs are no longer necessary?
- In a perfect world, which programs would you like to have implemented at Lehigh?

Benefits Allocation Review (cont'd)

WHAT HAPPENS NEXT?

Beyond the reporting of the *Benefits Survey of Faculty and Staff* results, three components of the *Benefits Allocation Review* are yet to begin:

1. Develop a comprehensive statement of goals and performance expectations for Lehigh's benefits program, both from an institutional and an employee perspective
2. Develop appropriate metrics and assess the effectiveness of the current program with respect to the articulated goals and performance expectations
3. Develop recommendations to make the program more effective **within our current resource parameters**.

To complete these three components, the University is assembling a small team of campus participants that will include some members of the *Benefits Survey Design Team*, representatives from the *Employee Relations Advisory Committee (ERAC)*, the *Faculty Compensation Committee (FCC)*, the *Faculty Financial Planning and Operations Committee (FFPOC)*, and **Gary Lutz** in his role as Director of Institutional Research. The *Benefits Allocation Review Team* will be asked to engage campus constituents in the discussion about each of the remaining components listed above. We anticipate the following activity and timeline:

- **Late April/Early May**
A series of Brown Bags to gather input from the campus community regarding the University's goals and performance expectations for the benefits program moving forward.
- **End of May 2010**
Establish the *Benefits Review Team*, which will work to articulate the goals and performance expectations, and define measures to evaluate the effectiveness of the benefits program.
- **June through December 2010**
Engage the campus in an ongoing discussion.
- **2011**
Apply measures to evaluate the effectiveness of the program and develop recommendations on how we can improve it.

When complete, the *Benefits Allocation Review* will ensure that Lehigh University's employee benefits best serve faculty and staff members and the University as a whole.

Want to know more?

To see complete survey results, which will be available through the end of 2010:

- Go to Campus Portal
- Select the Employee Tab
- Select the Human Resources Channel
- Select "2009 Benefits Survey Results."



SPECIAL THANKS

The University would like to sincerely thank the *Benefits Survey Design Team*, who worked diligently to compose targeted and appropriate questions for the campus survey. Because of their hard work, the survey component of the *Benefits Allocation Review* initiative was both comprehensive and effective.

Benefits Survey Design Team

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METHODOLOGY

The *Benefits Survey of Faculty and Staff* was distributed to all university employees who were eligible for full benefits (1,688 total). Of those:

- 904 invitees opened the survey
- 816 participants, or 48.3 percent of the invitees, completed the survey in its entirety
- Fewer faculty than staff participated; about 40 percent of invited faculty completed the entire survey.

We produced the online survey using the application **SurveyMonkey**. The survey was distributed using a web-based e-mail invitation feature which guaranteed the anonymity of responses and limited participation to one response per invitation.



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