ModernThink

Rollins College ModernThink Higher Education Insight Survey 2016 Topline Survey Results



34.5% Response Rate

400 Surveys Sent

138 Total Respondents



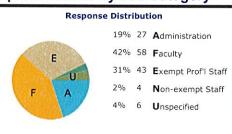
| Poor | Warrants Att | tention Fair | to Mediocre | Good | Very Good to Excellent |
|---|------------------|--------------|-------------|--------------------------------|---------------------------|
| 0% - 44% | 45% - 54 | 1% 55 | 5% - 64% | 65% - 74% | 75% - 100% |
| | | 2016 | 2015 | 2016 Honor Roll 3,000-9,999 | 2016 Carnegie Master's |
| Job Satis | faction/Support | 84% | 83% | 82% | 74% |
| Teachi | ng Environment | 79% | 85% | 82% | 68% |
| Profession | al Development | 82% | 84% | 81% | 71% |
| Compensation, Benefits & Wo | ork/Life Balance | 79% | 83% | 79% | 70% |
| | Facilities | 81% | 85% | 81% | 73% |
| Policies, Resources & Efficiency | | 73% | 73% | 74% | 61% |
| Shared Governance | | 76% | 67% | 78% | 63% |
| | Pride | 88% | 89% | 88% | 78% |
| Supervisors/Department Chairs | | 81% | 82% | 81% | 75% |
| Senior Leadership | | 77% | 68% | 77% | 61% |
| Faculty, Administration & Staff Relations | | 69% | 62% | 78% | 60% |
| | Communication | 71% | 71% | 71% | 60% |
| | Collaboration | 71% | 71% | 75% | 63% |
| Fairness | | 73% | 76% | 72% | 62% |
| Respect & Appreciation | | 74% | 79% | 77% | 64% |
| Survey Average | | 77% | 77% | 78% | 67% |

*Results in the first one or two columns (two if you participated in the program last year) of the table reflect your school's average percent positive for each survey dimension, that is, the percentage of your faculty and staff that responded with "Strongly Agree" or "Agree" to the statements comprising each dimension.

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Rollins College ModernThink Higher Education Insight Survey 2016 Topline Results by Job Category





| Poor | Warrants Attention | Fair to Mediocre | Good | Very Good to Excellent | |
|----------|--------------------|------------------|-----------|------------------------|--|
| 0% - 44% | 45% - 54% | 55% - 64% | 65% - 74% | 75% - 100% | |

| | OVERALL | Administration | Faculty | Exempt Prof'l Staff | Non-exempt Staff |
|--|---------|----------------|---------|---------------------|------------------|
| Job Satisfaction/Support | 84% | 83% | 84% | 85% | * |
| Teaching Environment | 79% | 86% | 72% | 85% | * |
| Professional Development | 82% | 81% | 85% | 80% | * |
| Compensation, Benefits & Work/Life Balance | 79% | 85% | 75% | 79% | * |
| Facilities | 81% | 83% | 75% | 87% | * |
| Policies, Resources & Efficiency | 73% | 76% | 71% | 73% | * |
| Shared Governance | 76% | 76% | 75% | 75% | * |
| Pride | 88% | 92% | 82% | 93% | * |
| Supervisors/Department Chairs | 81% | 75% | 81% | 83% | * |
| Senior Leadership | 77% | 73% | 77% | 78% | * |
| Faculty, Administration & Staff Relations | 69% | 69% | 72% | 64% | * |
| Communication | 71% | 69% | 72% | 69% | * |
| Collaboration | 71% | 80% | 67% | 66% | * |
| Fairness | 73% | 77% | 69% | 74% | * |
| Respect & Appreciation | 74% | 79% | 65% | 80% | * |
| Survey Average | 77% | 78% | 75% | 78% | * |

^{*}Job Category response distributions have been truncated and may not total 100%. Please also note that data will not populate where there are fewer than five respondents.

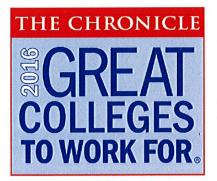
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2016 REPORTS GUIDE



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About The Chronicle

For nearly 50 years, professionals in academe have relied on The Chronicle for its award-winning news coverage and commentary of hard-hitting topics impacting higher education. Online, The Chronicle is the top destination for news, advice and jobs for faculty and administrators. Participants in the Great Colleges to Work For® program are recognized in the Academic Workplace supplement published in July.

THE CHRONICLE

ChronicleGreatColleges.com

About ModernThink

Founded in 2004, ModernThink is an organizational development and management consulting firm with particular expertise in improving workplace quality, stakeholder engagement, and overall outcomes. We help leaders take their organizations from Good to Great.

Our work is strongly anchored by our mission to change the world one workplace at a time. We partner with a wide range of institutions ranging from small community colleges to entire state university systems.

We help each client understand employees' and other stakeholders' perceptions of its institution's leadership, policies and practices, and day-to-day environment. Working with ModernThink, our customers transform their culture and climate into sustainable competitive advantages.

About the Survey

The ModernThink Higher Education Insight Survey® used in the Great Colleges to Work For® program measures the dynamics and competencies unique to higher education. The reports and services options in this brochure are designed to help your institution identify strengths and challenges in your workplace culture.

The topline reports each institution receives for participating provide a high level summary of the data. The reports and service options in this brochure take that understanding to a deeper level and provide you with the ability to align various stakeholders on the interpretation of the data before you communicate and take action on the results.

For those institutions that participate on a regular cycle, the survey reports provide a key measure of progress. Institutions rely on this data for strategic planning, accreditation self-studies, and leadership team transitions. Our unique benchmarking provides an external perspective on how your institution measures up in a variety of areas including being recognized as a top college for workplace excellence.



REPORT

SUITES

SURVEY DATA SUITE - includes three reports

This six-page tabloid size report summarizes your overall positive and negative responses for all 60 survey statements and provides a detailed breakdown across each demographic. Each spreadsheet includes two columns of benchmarking data: Honor Roll and Carnegie Classification.

General Demographics Spreadsheet contains data by: Gender, Age, Ethnicity/Race, Relationship Status, Annual Salary, Job Status, Years at Institution, Supervisory Status

Job Role Spreadsheet contains data by: Job Category, Job Role, Tenure Status

College/School/Department Spreadsheet contains data for these demographics only

Cost: \$1,745

SURVEY RESULTS SUITE - includes five reports

Survey Data Suite (see description above)

Employee Comments Report – As part of ModernThink's Higher Education Insight Survey®, employees are asked two open-ended questions. This report provides their responses exactly as written. To enhance analysis, the comments will be sorted by job category.

Response Distribution Report – This expanded compilation shows percentages of all response options to the 60 survey statements broken down by job category.

Benefits Satisfaction Report – Learn how your employees rate your institution's benefits programs. This graphical report documents satisfaction with benefits ranging from medical and dental insurance to housing assistance and retirement benefits. Responses are broken down by job category.

Profile of Survey Respondents – Use this response rate report as a quick reference guide to the percentage of respondents in each department and job role, as well as demographics like gender, relationship status and more.

Cost: \$3,510

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BENCHMARK DATA SUITE – includes four reports

Overall Benchmark ScoreCard – See how your workforce's responses compare to those of other institutions. This report allows you to compare a series of higher education benchmarks. The benchmarks are averages of the positive responses among peer institutions within these designated categories: Honor Roll, Carnegie Classification, Enrollment, Size, Region and Public/Private institutions.

Benefits Satisfaction Benchmark Report – Picture the Benefits Satisfaction Report (described under Survey Results) but replace the job categories with each of our core benchmarks: Honor Roll, Carnegie Classification, Enrollment Size, Region and Public/Private institutions.

Job Category Benchmark Spreadsheet – Take your analysis to an even deeper level by benchmarking against peer colleges, schools and departments. See your employees' responses in each of your College/School/Department categories and then cross reference those with two sets of higher education benchmarks – Honor Roll and Carnegie Classification.

Recognition Category Benchmark ScoreCard – Find out how your workforce's responses compare to those of recognized institutions throughout your same 2yr/4yr and size categories. Each recognition category shows positive/negative response rates for all survey statements to provide a direct comparison against your overall rates, as well as Honor Roll institutions.

Cost: \$5,665

JOB CATEGORY REPORT SUITE – includes four reports

Employee Comments Report - see description above

Response Distribution Report - see description above

General Demographics Spreadsheet, filtered for each job category – individual General Demographic Spreadsheets (see description above) provided for each job category surveyed at your school.

Job Category Benchmark Spreadsheet – Provides overall positive/negative response rates for each survey statement

and overall benchmark columns for Honor Roll and Carnegie Classification. From there, you can compare the percent positive data for each job category against the two columns of benchmark data.

Cost: \$3,205

BENEFITS SUITE – includes three reports

Benefits Satisfaction Benchmark Report – see description above

Benefits Satisfaction Spreadsheet – This spreadsheet details the overall positive/negative response rates for all eighteen of the benefits satisfaction components. It also provides a benchmark comparison for Honor Roll and Carnegie Classification, as well as a breakdown by the following demographic categories: Gender, Age, Ethnicity/Race, Relationship Status, Job Status, Supervisory Status, Years at Institution and Annual Salary.

Benefits Satisfaction Benchmark ScoreCard – This onepage report provides the overall positive/negative response rates to all eighteen of the benefits satisfaction components, along with five additional columns of benchmark data. You will see a column of comparison data for Honor Roll, Carnegie Classification, Enrollment Size, Region and Public/Private institutions.

Cost: \$2,460

ORDER INFORMATION

View sample reports and order online at ChronicleGreatColleges.com or contact ModernThink at 888.684.4658 or chronicle@modernthink.com.

Save 5% when you order before September 12th, 2016.
*Payment must be received before delivery

INDIVIDUAL REPORTS

Aspirational Peer Benchmark Report

Simply provide ModernThink with a list of peer institutions you would like to benchmark against and have that data added as a column alongside the Honor Roll and Carnegie Classification data. This report allows you to compare your employees' responses, statement by statement, to the responses of employees at designated peer institutions. Please note, we need a minimum of five (5) within our database to generate a benchmark, and we only disclose names if the institutions have been publicly recognized as "Great Colleges."

Cost: \$975

Response Distribution Benchmark Report

Utilize this agreement scale depiction of your overall employee responses to survey statements for comparison against five other benchmark categories. The report includes benchmark data for Honor Roll, Carnegie Classification, Enrollment Size, Region and Public/Private institutions.

Cost: \$1,540

Response Distribution Report by Gender

See your overall responses broken down by the five-point agreement scale for each of the 60 survey statements, as well as a breakdown by your male and female respondents.

Cost: \$515

Diversity Benchmark Report

See your percent positive responses across each survey demographic (see General Demographics Spreadsheet above) with the addition of a benchmark aggregating percent positive and percent negative data from respondents of all minority races and ethnicities at your school: Hispanic, African American, Asian, Native Hawaiian/Pacific Islander, Alaska Native/American Indian.

Cost: \$1,025

Save 5% on all reports and services when you order before September 12th, 2016.

The ModernThink Higher Education Insight Survey® comprises 60 survey statements that measure 15 key dimensions, a benefit satisfaction component, two open-ended questions, and a series of demographic questions. If you would like a copy of the actual survey as part of the review of reports and services, just give us a call!

Year-to-Year ScoreCard

See your current and previous year's positive and negative survey results side by side. This color-coded ScoreCard will help you identify the areas where you are moving in the right direction as well as those areas where there is still room for improvement. This comparison is for overall results only.

Cost: \$615 (Additional years are \$150 each)

Special Combination Suite

Purchase both the Survey Results and Benchmark Data Suites and benefit from substantial savings. You'll receive:

- An additional \$75 off the combination price
- A complimentary 60-minute phone consultation with a Modern Think higher education expert (\$850 value)

Cost: \$9,100

OPTIONS

| | Price - |
|---|---------|
| Employee Comments Report | \$615 |
| Response Distribution Report | \$1,130 |
| Overall Benchmark ScoreCard | \$1,025 |
| Benefits Satisfaction Benchmark Report | \$1,540 |
| General Demographics Spreadsheet (filtered for each job category) | \$1,230 |
| Recognition Category Benchmark Scorecard | \$2,050 |
| Job Category Benchmark Spreadsheet | \$1,025 |
| Response Distribution Benchmark Report | \$1,540 |
| Aspirational Peer Benchmark ScoreCard | \$975 |
| Response Distribution Report by Gender | \$515 |
| Diversity Benchmark Spreadsheet | \$1,025 |
| Year-to-Year ScoreCard | \$615 |
| Special Combination Suite | \$9,100 |

ORDER INFORMATION View sample reports and order online at ChronicleGreatColleges.com or contact ModernThink at 888.684.4658 or chronicle@modernthink.com. Payment must be received before reports will be delivered.



Get the most out of your results!

ModernThink higher education specialists are available to analyze your survey results and present findings and recommendations to leadership groups, HR teams, boards, faculty senates, and other constituent groups.

As your expert guide, we will help you make the best use of your survey feedback and bring fresh eyes, organizational development expertise and years of benchmarking and best practice data to the conversation.

Why do Great Colleges participants typically consider ModernThink consulting services?

- A new senior leadership team that wants to fully understand the current dynamics of the culture.
- The data is not as positive as you had hoped it would be and you want an unbiased presentation of the results.
- Results are positive but you want to do even better—maybe even make the Honor Roll.
- Your team could benefit from understanding how peer institutions are managing similar challenges.

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PHONE CONSULTATION

Partner with a workplace expert via a 60-minute call to review and analyze your survey results. In this conversation, we will summarize and synthesize your particular strengths and opportunities and make recommendations for next steps. Senior leadership teams and survey committees often find our phone consultations helpful, but they can also be a great opportunity for a CHRO, Director of Institutional Effectiveness or President/ Provost to be able to connect one-on-one with one of our survey experts. (Available with any report purchase)

Cost: \$975

WEBINAR PRESENTATION

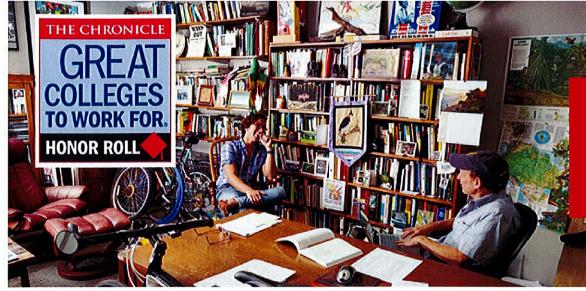
In this virtual presentation (up to 2 hours), ModernThink summarizes key findings in your institution's survey results. Our analysis will include all aspects of the survey as well as your Institution Questionnaire submission. We will look at how your results compare to key benchmarks, as well as your previous year's data, if applicable. Best practices from peer institutions will be a part of the discussion. This summary PowerPoint will identify institutional strengths, areas for improvement, and recommendations. We will partner with you in advance to understand more about the audience and the goals for this presentation.

Cost: \$3,335

ONSITE PRESENTATION

Sometimes being face-to-face makes all the difference in understanding, aligning, and communicating your survey results. A ModernThink Senior Consultant will come to your institution for a half-day or full-day of meetings dedicated to an interactive presentation of the survey findings with key constituent groups. Prior to coming onsite, your consultant will partner closely with you to plan the presentations and collaborate on the audiences for these sessions. In preparation for the onsite, ModernThink will review your results past and present, analyze and interpret themes and patterns, compare your results to peer institutions, and bring real-world best practices we're seeing across the country. Recommendations will be made to focus both on how best to roll out the survey results across campus and start (or continue) plans for acting on the data. This service includes a summary PowerPoint and permission to video any of the presentation sessions to share with the campus community.

Cost: Half-Day \$4,870, Full-Day \$6,110 (Prices Do Not Include Travel Expenses)



ORDER INFORMATION

Save 5% when you order before September 12th, 2016.

ADDITIONAL SERVICES

Please call us for customized pricing

Town Hall Meetings

Town Hall Meetings open to all faculty and staff and/or individual constituent groups allow a transparent forum to present the survey results as well as an opportunity for them to offer their insights into the findings. ModernThink can be a helpful partner in this initiative. This is normally a full-day commitment to provide opportunities throughout the day to meet everyone's calendar. We include a PowerPoint of survey results that can be used as part of the co-facilitation of the meetings.

Focus Groups

Our consultants are skilled in the art of focus group facilitation and creating an environment that fosters straightforward and open dialogue to drill down further into specific aspects of the data. They take measures to protect anonymity and to create a safe environment where participants will feel comfortable sharing their candid feedback.

New President Briefing

With many presidents beginning their tenures in late summer, the survey results are an opportunity to learn more about the campus staff and faculty. The mere act of acknowledging this feedback can send a strong message to employees about the President's commitment to communication. We offer 1:1 briefing of institutional data for these leaders as a step towards understanding the survey results and then acting on that data as a new leader.

Great Colleges Best Practice Session

Because of our extensive work in higher education workplace improvement, ModernThink is often asked to share our insights and trend data in person at institutions and associations. Topics can be very specific to the audience, including senior leadership's role and influence in becoming a great place to work, key differences between faculty and staff engagement, as well as best practices around communication, branding and shared governance. We have presented to large groups as well as smaller HR departments and task force committees.

CUSTOM BENCHMARKS

ModernThink's ability to provide current higher educationspecific benchmarking data is unparalleled. In addition to the annual Great Colleges benchmarks that include data specific to 2016 participants, we also offer customized benchmarking from our database of over 1,000 unique institutions.

While external benchmarking provides important context, internal benchmarking can help establish realistic institutional goals and also create a mechanism to build accountability. For colleges that have surveyed with ModernThink inside and outside of Great Colleges we have the unique ability to create year-to-year comparisons for your overall survey results, as well as by specific demographics. For example, you may want to see just your faculty results over time.

SAVE THE DATE!

GREAT COLLEGES 2017

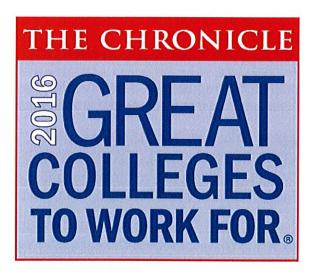
Registration for the 2017 Great Colleges program opens in August 2016. The faculty/staff survey will again be in mid-March. If you are considering a census or custom approach to the survey, contact us early so we can partner with you on a timeline and strategy that works for your institution.

SYSTEMS AND CONSORTIA

There are a number of benefits to participating alongside your entire system or consortia, including discounted survey customization, reports and benchmarking. Please contact or refer interested parties to Suzi Schmittlein at sschmittlein@modernthink.com or 888.684.4658 x 114.



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Overview of Program and Participation Reports

Prepared by:

ModernThink

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Thank you for participating in the 2016 Chronicle Great Colleges to Work For program. We are pleased to present you with your Participation Reports for this year. This overview provides a summary of the Great Colleges program as well as descriptions of the three Topline Reports included:

- 1. Topline Survey Results
- 2. Topline Results by Job Category
- 3. Higher Education Workplace Trend Summary

We hope that your participation in the program has been rewarding and that these reports will provide you with insight and guidance as you work toward creating the best workplace possible.

Program Background

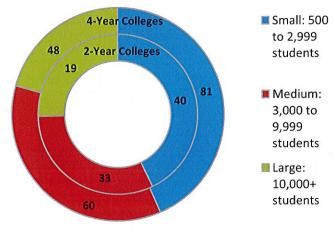
The Chronicle Great Colleges to Work For® program is designed to recognize colleges that have been successful in creating great workplaces and to further research and understanding of the factors, dynamics and influences that have the most impact on organizational culture at higher education institutions.

Since its inaugural year in 2008, the Chronicle Great Colleges to Work For® program has grown from 89 participants to over 300 in 2011. This year the program included 281 colleges: 189 four-years and 92 two-years.

At the core of the program is a two-part assessment process. The first component is a faculty/staff survey (The ModernThink Higher Education Insight Survey[©]). Surveys were sent to over 116,000 faculty and staff nationwide. Of those, more than 46,000 responded: 16,998 faculty, 12,836 exempt professionals, 6,925 non-exempt staff, 1,195 adjunct faculty and 8,268 administrators.

The second part of the assessment process is an institutional audit (The ModernThink Institution Questionnaire® or "IQ") which captures information detailing various institution demographics, policies and practices.

Recognition is primarily determined through the feedback provided by faculty/staff and collected from the ModernThink Higher Education Insight Survey[©]. For analysis and recognition purposes, ModernThink first segments the participating schools into four-year and two-year categories. Schools within each of these categories are further classified into three groups based on student enrollment.





The ModernThink Higher Education Insight Survey®

The ModernThink Higher Education Insight Survey[©] has been specifically designed to assess workplace quality at institutions of higher education. The survey statements measure critical organizational dynamics and managerial competencies. Additionally, the instrument provides insight into the quality and health of various relationships that ultimately have direct impact on your institution's culture and the daily experiences of your employees.

The 60-statement survey utilizes a five-point agreement scale (*Strongly Agree, Agree, Sometimes Agree/Sometimes Disagree, Disagree, Strongly Disagree*). Additionally, there is a *Not Applicable* response option. The survey instrument also includes an 18-item benefits satisfaction component, 15 optional demographics, and two open-ended questions.

The ModernThink Higher Education Insight Survey® measures 15 dimensions reflecting managerial and organizational competencies. These dimensions were determined and confirmed through a series of factor analyses and provide the basis for the recognition categories.

ModernThink Institution Questionnaire®

A blue ribbon panel of higher education experts weighed in on the ModernThink Institution Questionnaire® which captures important demographic data as well as details regarding institution policies and practices. This information enables us to examine which benefits and programs are most effective, identify best practices and compile benchmark data based on different categorizations of the program participants. Benchmark data is compiled across Carnegie Classification, Region, Enrollment and Public/Private status. The information collected through the IQ was reviewed and analyzed to support both the recognition analysis and our continuing research.

The Recognition Categories

All of the analysis was conducted by ModernThink, an organizational development firm with particular survey and "Best Place to Work" expertise. The principal factor in deciding whether an institution receives recognition was the feedback collected from the ModernThink Higher Education Insight Survey[®], assuming a sufficient response rate. Given the wide range of faculty/staff populations at the participating institutions, there was no minimum response rate threshold that institutions had to achieve to be eligible for consideration. However, in analyzing the data we reviewed confidence levels and confidence intervals to ensure statistical significance. As previously mentioned, the information collected through the IQ was reviewed and analyzed both for completeness and content.

Recognition categories are based on the 15 survey dimensions and responses to the benefits component of the survey:

Collaborative Governance

This survey factor captures information specifically related to collaborative governance and the quality of faculty, administration and staff relations. Five statements comprise this dimension including Statement 38: *The role of faculty in shared governance is clearly stated and publicized*.

Compensation & Benefits

Separate statements capture information about the effectiveness of the benefits offered (e.g. Statement 34: *This institution's benefits meet my needs*) and the perception that one is



compensated fairly (e.g. Statement 11: I am paid fairly for my work) as well as one satisfaction question.

Confidence in Senior Leadership

Senior leadership was defined as the most senior members of the institution (e.g. Chancellor or President and those who directly report to them). There are six statements on the survey that directly reference senior leadership, one example being Statement 27: Senior leadership provides a clear direction for this institution's future.

Diversity

This category is based on the responses across three statements including Statement 54: *This institution has clear and effective procedures for dealing with discrimination*. We evaluate the responses across specific demographic groups (e.g. Race/Ethnicity) and also review the various systems, policies and infrastructure detailed in The ModernThink Institution Questionnaire[©].

Facilities, Workspace and Security

Three statements comprise this category, notably Statement 29: The institution takes reasonable steps to provide a safe and secure environment for the campus.

Job Satisfaction

One of the more self-explanatory categories, this includes three statements related to job fit, autonomy and resources (e.g. Statement 4: *I am provided the resources I need to be effective in my job*).

Professional/Career Development Programs

Support for faculty/staff professional development is critical both in terms of building organizational capacity and acknowledging and supporting individual development needs. There are four statements/questions in this dimension (e.g. Statement 6: *I am given the opportunity to develop my skills at this institution*).

Respect & Appreciation

Four statements on the survey provide insight into the degree employees feel valued. Additionally, we collect information regarding both informal and formal systems that ultimately impact to what extent employees feel appreciated and respected. Among the survey statements in this dimension is Statement 9: *I am regularly recognized for my contributions*.

Supervisor/Department Chair Relationship

There has been significant research measuring the importance of the relationship an employee has with his or her supervisor or direct report. Accordingly, there are seven statements that measure managerial competencies and the health of this important relationship (e.g. Statement 3: My supervisor/department chair makes his/her expectations clear).

Teaching Environment (Faculty Only)

Three statements provide insight into the teaching environment. Only responses of faculty were considered in the analysis (e.g. Statement 51: *There is appropriate recognition of innovative and high quality teaching*).

Tenure Clarity & Process (Faculty Only)

Like the Teaching Environment category, only faculty responses are evaluated. Four statements comprise this dimension including Statement 10: *I understand the necessary requirements to advance my career.*



Work/Life Balance

This recognition category is based on two factors: (1) the combined results of three specific survey statements (notably Statement 53: *This institution's policies and practices give me the flexibility to manage my personal and family life*) along with (2) responses to the Institution Questionnaire concerning Work/Life Balance programs (e.g. Flex-scheduling, Compressed Work Weeks, Summer Hours).

The 2016 Honor Roll

While recognition in any category is indeed noteworthy, a special distinction is awarded to those institutions that are cited most often across all of the recognition categories. This Honor Roll recognition was given to ten four-year institutions in each size, and four two-year institutions in each size:

The 2016 Honor Roll for two-year schools:

| Small (500-2,999 Students) | Medium (3,000-9,999 Students) | Large (10,000 or more Students) | |
|----------------------------|-------------------------------|---------------------------------|--|
| Morgan Community College | Blue Ridge Community College | Delaware County Community | |
| , , | | College | |
| North Florida Community | Crowder College | Miami Dade College | |
| College | | | |
| Panola College | Lord Fairfax Community | Santa Rosa Junior College | |
| | College | | |
| Rappahannock Community | Mississippi Gulf Coast | Santiago Canyon College | |
| College | Community College | | |

The 2016 Honor Roll for four-year schools:

| Small (500-2,999 Students) | Medium (3,000-9,999 Students) | Large (10,000 or more Students) | |
|-------------------------------------|--------------------------------------|---|--|
| College of the Ozarks | Angelo State University | Baylor University | |
| Gettysburg College | Eastern Connecticut State University | Florida International University | |
| John Brown University | Elon University | Hofstra University | |
| Lubbock Christian University | Endicott College | Illinois State University | |
| McPherson College | Francis Marion University | Mississippi State University | |
| MGH Institute of Health Professions | McKendree University | Southern New Hampshire University | |
| Mississippi University for Women | Rollins College | Texas Christian University | |
| New York Chiropractic College | University of the Incarnate Word | University of Central Oklahoma | |
| Roberts Wesleyan College | West Texas A & M University | University of Maryland, Baltimore County | |
| West Virginia School of | Western University of Health | University of Mississippi | |
| Osteopathic Medicine | Sciences | | |



Report Overviews

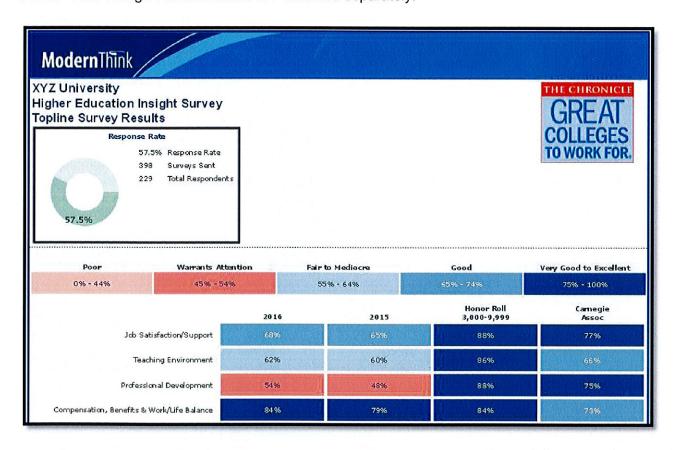
The opportunity for national recognition is certainly exciting, but the most valuable part of participation in this program is the survey data you receive. It is our goal to help participating institutions understand the dynamics and influences that are having the greatest impact on their own campus cultures, and that ultimately are shaping the future of the higher education community.

To that end, we are pleased to present you with the following three Topline Reports, summarizing key results from your faculty/staff survey as well as aggregate results from the Institution Questionnaire[©] submissions:

- 1. Topline Survey Results
- 2. Topline Results by Job Category
- 3. Higher Education Workplace Trend Summary

Topline Survey Results

This color-coded report lets you see at a glance how your institution scored overall, where your strengths lay, where barriers exist, and how you compare with your peers. If you participated in the program last year, you will see your data for 2015 listed as well. A sample report is provided below. Your college's actual results are enclosed separately.



Results in the first one or two columns (two if you participated in the program last year) of the table reflect your school's average percent positive for each survey dimension, that is, the percentage of your employees who responded with "Strongly Agree" or "Agree" to the



statements comprising each specific theme. For example, there are seven statements that make up the Supervisors/Department Chairs dimension. All statements are weighted equally.

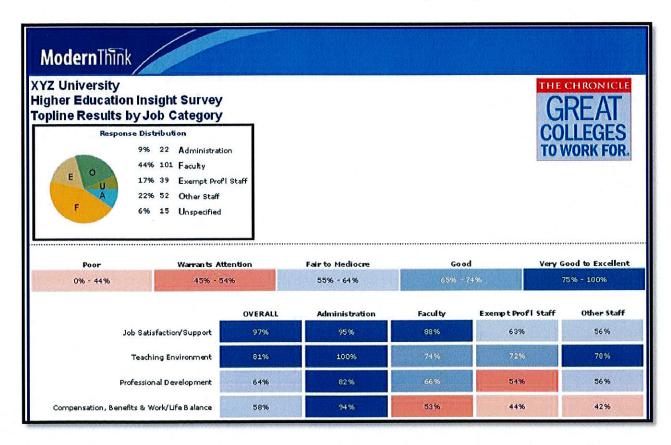
In addition to your institution's data, we have also provided you with comparative benchmark data based on your Honor Roll (third column in the above example) and Carnegie Classification (fourth column in the above example). The Honor Roll benchmark is comprised of the average percent positive of those institutions recognized on the Honor Roll in your Enrollment Size. The Carnegie benchmark reflects the average percent positive of all institutions in your Carnegie Classification.

Topline Results by Job Category

Your faculty and staff were asked 15 optional demographic questions at the end of the survey (Gender, Age, Ethnicity, Race, Relationship Status, Annual Salary, Job Status, Years at Institution, Tenure Status, Supervisory Status, Years in Current Role, Job Category, Job Role, College/School and Department).

Your Topline by Job Category report shows both the overall positive responses (percent who "Strongly Agree" or "Agree") and the data broken out by your Administration, Faculty, Exempt Professional Staff, Non-exempt Staff and Other Staff. A sample report is provided below. Your school's actual results are enclosed separately.

Additionally, we've provided the distribution for your survey responses by dimension. *NOTE:* These distributions have been truncated and thus the percentages **may** not total 100%.





Higher Education Workplace Trend Summary

The Topline Trend Report Summary provides comparative data for some of the most relevant demographics and policies. It includes data from the questions asked on the IQ. Summarized in both chart and graphical form, we highlight in aggregate what schools are doing so that you can see trends as well as where you stand relative to your peers. The report includes information that profiles the applicant pool, including information about select programs and policies.

Questions & Feedback

We continue to receive terrific feedback about the Great Colleges initiative and how this program is helping advance workplace quality issues at individual institutions across the country, and influencing the future of the academic workplace. Registration for the 2017 program is now open, and we expect yet another strong applicant pool in what has become one of the nation's premier recognition programs. You can register now at ChronicleGreatColleges.com.

After you have had the opportunity to review your reports and reflect on your participation in the Great Colleges program, we welcome your feedback. In fact, to help ensure the continued improvement of the program we will be sending out a brief evaluation so that you can provide us with any ideas you might have on how we can make the program even better.

In the meantime, if you have any questions about the program and/or the reports please don't hesitate to email us at chronicle@modernthink.com or call us at 888.684.4658.

Learning More

For those institutions wanting assistance interpreting and acting on their data, ModernThink higher education specialists are available to analyze survey results in detail and present findings and recommendations to leadership groups, HR teams, Boards, faculty senates and the like. We can also help you leverage this data as part of your accreditation self-studies and other evaluation/accountability processes. Please contact us at chronicle@modernthink.com or 888.684.4658 to learn more.

Best wishes in your continued good work.