

Overview of Program and Participation Reports

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ModernThink

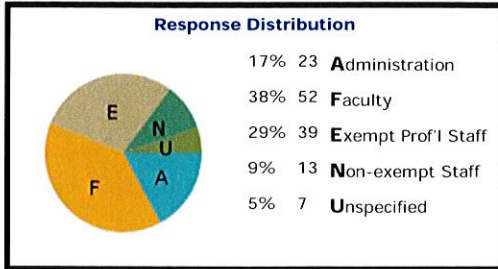
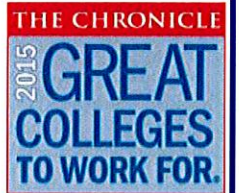
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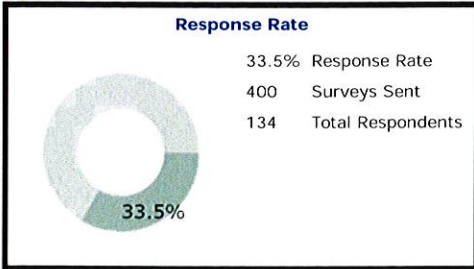
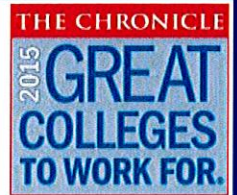
Rollins College
ModernThink Higher Education Insight Survey 2015
Topline Results by Job Category



	Poor 0% - 44%	Warrants Attention 45% - 54%	Fair to Mediocre 55% - 64%	Good 65% - 74%	Very Good to Excellent 75% - 100%
	OVERALL Administration Faculty Exempt Prof'l Staff Non-exempt Staff				
Job Satisfaction/Support	83%	89%	89%	78%	79%
Teaching Environment	85%	91%	84%	88%	92%
Professional Development	84%	90%	87%	81%	76%
Compensation, Benefits & Work/Life Balance	83%	94%	79%	82%	82%
Facilities	85%	95%	86%	85%	67%
Policies, Resources & Efficiency	73%	82%	72%	71%	67%
Shared Governance	67%	85%	61%	71%	64%
Pride	89%	98%	86%	88%	90%
Supervisors/Department Chairs	82%	88%	82%	78%	90%
Senior Leadership	68%	80%	59%	73%	72%
Faculty, Administration & Staff Relations	62%	69%	60%	65%	53%
Communication	71%	82%	72%	65%	76%
Collaboration	71%	83%	71%	66%	68%
Fairness	76%	89%	76%	74%	66%
Respect & Appreciation	79%	85%	79%	76%	82%
Survey Average	77%	87%	76%	76%	76%

*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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Topline Survey Results



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				2015 Honor Roll 3,000-9,999	2015 Carnegie Master's
Job Satisfaction/Support				83%	74%
Teaching Environment				83%	71%
Professional Development				80%	72%
Compensation, Benefits & Work/Life Balance				82%	71%
Facilities				83%	74%
Policies, Resources & Efficiency				74%	62%
Shared Governance				75%	65%
Pride				88%	78%
Supervisors/Department Chairs				81%	74%
Senior Leadership				77%	62%
Faculty, Administration & Staff Relations				76%	61%
Communication				71%	61%
Collaboration				74%	64%
Fairness				74%	63%
Respect & Appreciation				78%	65%
Survey Average				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.

Thank you for participating in the 2015 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

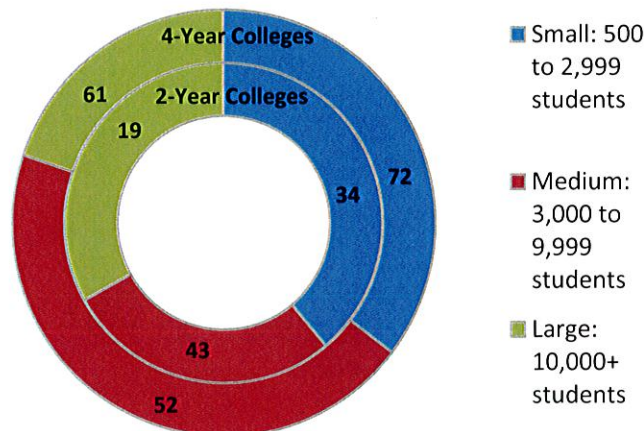
The Chronicle Great Colleges to Work For® program is designed to recognize colleges that have been successful in creating great workplaces and to further research and understanding of the factors, dynamics and influences that have the most impact on organizational culture at higher education institutions.

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: 185 four-years and 96 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 almost 114,000 faculty and staff nationwide. Of those, almost 44,000 responded: 16,347 faculty, 12,911 exempt professionals, 6,261 non-exempt staff, 1,149 adjunct faculty and 7,308 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.*

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*).

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*).

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.

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*).

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).

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*.

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*).

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*.

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*.

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[®].

The 2015 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 2015 Honor Roll for two-year schools:

Small (500-2,999 Students)	Medium (3,000-9,999 Students)	Large (10,000 or more Students)
Lake Area Technical Institute	Bossier Parish Community College	Howard Community College
Morgan Community College	Crowder College	Miami Dade College
Panola College	Lord Fairfax Community College	Santa Rosa Junior College
Southside Virginia Community College	Somerset Community College	Santiago Canyon College

The 2015 Honor Roll for four-year schools:

Small (500-2,999 Students)	Medium (3,000-9,999 Students)	Large (10,000 or more Students)
Centre College	Angelo State University	Austin Peay State University
College of the Ozarks	Biola University	Baylor University
Gettysburg College	Eastern Connecticut State University	Duke University
John Brown University	Embry-Riddle Aeronautical University – at Daytona Beach, FL and Prescott, AZ	Hofstra University
Lubbock Christian University	Francis Marion University	Saint Leo University
MGH Institute of Health Professions	McKendree University	Southern New Hampshire University
Mississippi University for Women	Rollins College	University of Central Oklahoma
New York Chiropractic College	Texas Christian University	University of Maryland, Baltimore County
Texas Lutheran University	University of the Incarnate Word	University of Michigan
West Virginia School of Osteopathic Medicine	Western University of Health Sciences	University of Southern California

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's our goal to help participating institutions understand the dynamics and influences that are having the greatest impact on their

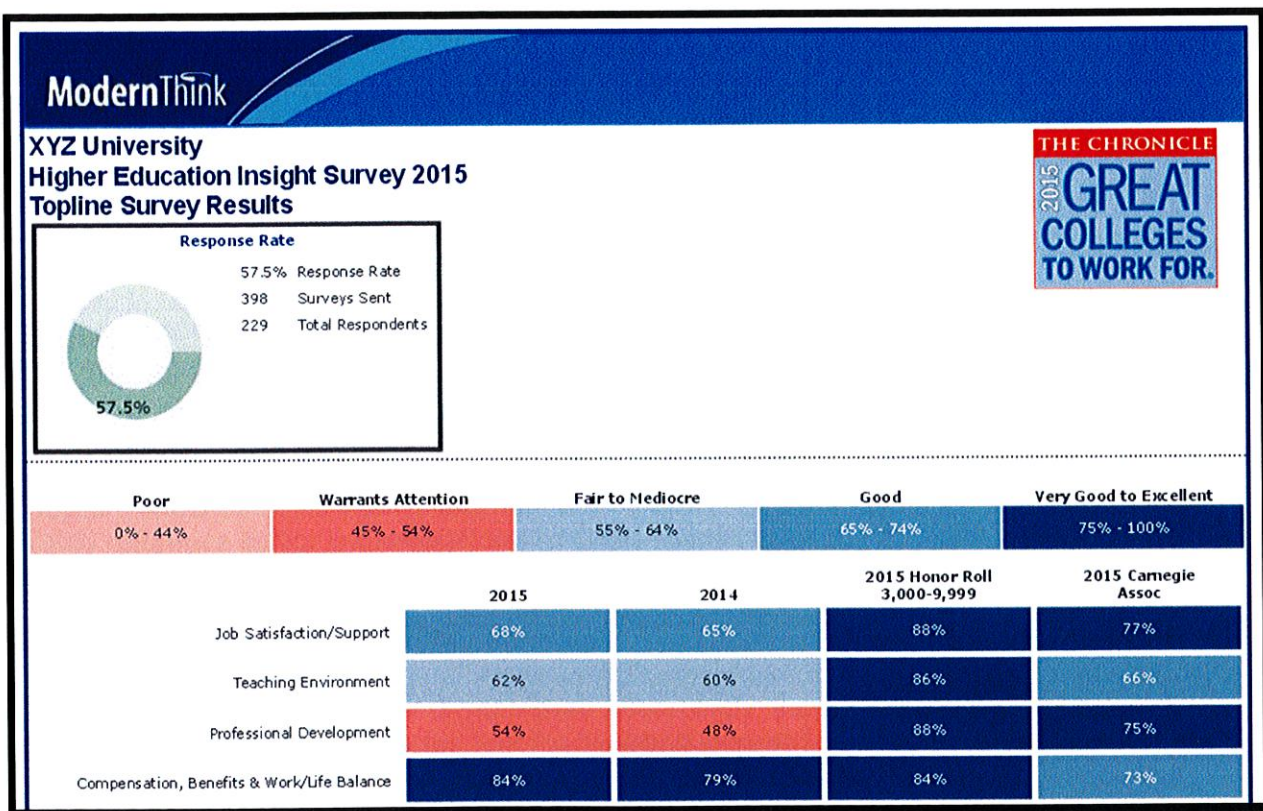
own campus cultures, and that ultimately are shaping the future of the higher education community.

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. Topline Higher Education Workplace Trend Report (Excerpt)

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 2014 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've 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

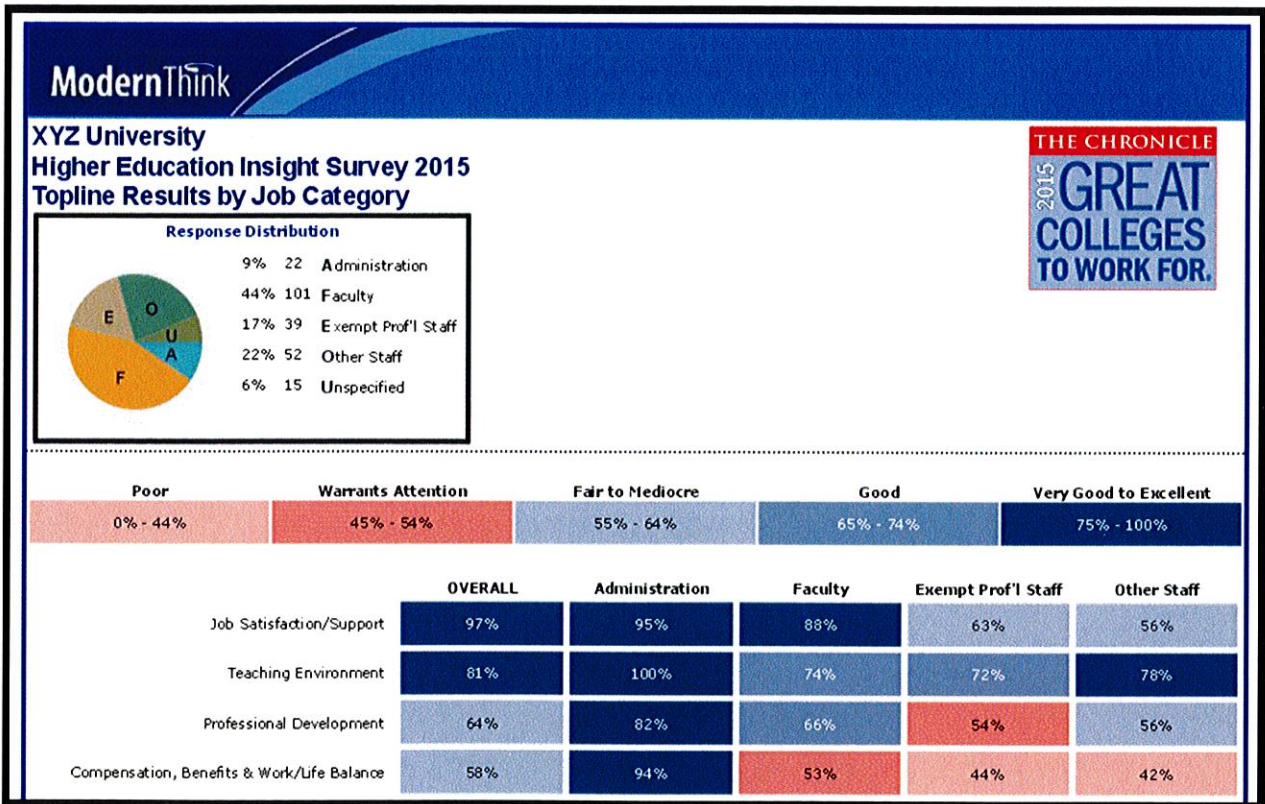
percent positive of those institutions recognized on the Honor Roll in your Enrollment Size. The Carnegie benchmark reflects the average percent positive of all institutions in your Carnegie Classification.

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, School/College 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 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 as well as 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 2016 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 would 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.