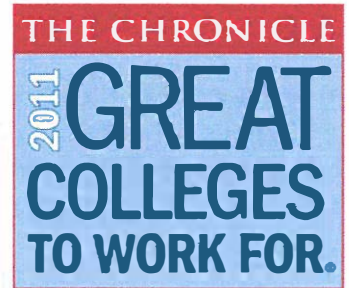


ModernThink

Program Overview and Report Descriptions



Thank you for participating in the 2011 Chronicle Great Colleges To Work For program. We are pleased to present you with your Participation Reports. This Overview provides a summary of the Great Colleges program as well as descriptions of the three Topline Reports:

- 1) Topline Survey Results
- 2) Topline Results by Job Category
- 3) Topline Higher Education Workplace Trend Report (Excerpt)

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 institutions 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 organization culture at institutions of higher education.

Eighty-nine schools participated in the Great Colleges program in 2008, its inaugural year. The 2009 program was expanded to include a two-year category and to extend eligibility to any college interested in participating, leading to a substantial increase in participants. The program consisted of 247 colleges in 2009, including 201 four-year schools and 46 two-year schools. In 2010, 275 schools competed for recognition,¹ of which there were 221 four-year schools, and 54 two-year schools. This year, the Great Colleges program welcomed participation from 310 institutions, including 245 four-year schools and 65 two-year schools.

¹ Due to a change in eligibility requirements this year, schools had to have a student enrollment of at least 500 based on full-time equivalents to be eligible for recognition. As a courtesy because the eligibility change was made after registration opened, two four-year schools with enrollments of less than 500 were allowed to participate in the survey in 2010, but were not eligible for recognition.

Program and Report Overview

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 111,000 faculty and staff nationwide. Of those, nearly 44,000 responded: greater than 8,300 Administrators; more than 20,400 Faculty; and over 15,000 Exempt Professional Staff.

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

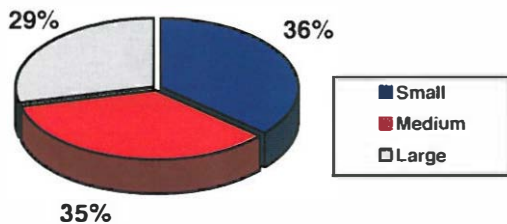
The primary factor in deciding whether an institution receives recognition is the faculty/staff feedback collected from the ModernThink Higher Education Insight Survey[®]. For analysis and recognition purposes, ModernThink first segments the participating schools into a four-year college category and a two-year category. Schools within each of these categories are further classified into three groups based on student enrollment:

Small: 500 to 2,999 students

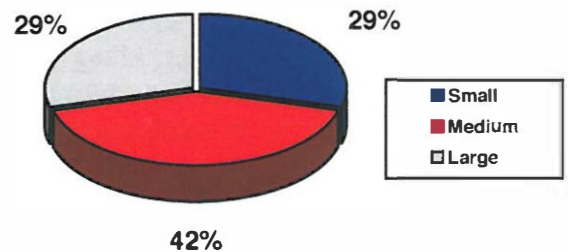
Medium: 3,000-9,999 students

Large: 10,000 plus students

Four-year Participants by Size (n = 245):



Two-year Participants by Size (n = 65):



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 experience of your employees.

For reporting and analysis purposes, these 60 statements are clustered into 15 dimensions or themes, each representing an important component of campus life. The survey dimensions were determined and confirmed through a series of factor analyses and provide the basis for the program's 12 recognition categories.

Job Satisfaction/Support: provides insight into the satisfaction with job fit, autonomy and resources

Teaching Environment: with a particular focus on faculty, this dimension consists of statements that address the balance between teaching, research and service; the support for advising/mentoring students; and recognition for outstanding teaching

Professional Development: provides insight into the reported satisfaction with career/professional development opportunities; and for faculty, support for research and clarity of the tenure process

Compensation, Benefits & Work/Life Balance: captures information about the perceived fairness of compensation and the effectiveness of the benefits and work/life balance programs

Facilities: provides insight into the reported satisfaction with physical workspace, overall campus appearance and confidence in experiencing a safe and secure environment

Policies, Resources & Efficiency: assesses the perceived effectiveness of various systems, policies and infrastructure

Shared Governance: captures information about the perception of inclusion and cooperation as related to shared governance

Pride: evaluates the sense of pride and connection faculty/employees report regarding their affiliation with the institution

Supervisors/Department Chairs: provides insight into the relationship faculty/employees report with their department chair or supervisor and assesses critical managerial competencies

Program and Report Overview

Senior Leadership: measures the confidence faculty and employees report in the capabilities and credibility of senior leadership; senior leadership was defined as the most senior members of the institution (*e.g.*, chancellor or president and those who report directly to him/her)

Faculty, Administration & Staff Relations: provides insight into the quality of faculty, administration and staff relations with a focus on the perception of support, cooperation and collegiality

Communication: assesses the quality of internal communications specifically as related to transparency, clarity and interactivity

Collaboration: measures the perceived cooperation and collegiality within workgroups and across the institution

Fairness: measures confidence in fair and consistent treatment, especially regarding performance management and issues of accountability

Respect & Appreciation: provides insight into the degree to which faculty/staff feel respected and valued

Program and Report Overview

The 2011 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 10 four-year institutions in each size, and four two-year institutions in each size:

The 2011 Honor Roll for two-year colleges:

Small (500-2,999 Students)

East Georgia College
Frank Phillips College
Lake Area Technical Institute
Morgan Community College

Medium (3,000-9,999 Students)

Blue Ridge Community College
Howard Community College
Somerset Community College
Southside Virginia Community College

Large (10,000 or more Students)

Anne Arundel Community College
Delaware County Community College
Miami Dade College
Wake Technical Community College

The 2011 Honor Roll for four-year schools:

Small (500-2,999 Students)

Brenau University
Endicott College
Furman University
Gettysburg College
Hardin-Simmons University
Manchester College
McKendree University
Mid-Continent University
New York Chiropractic College
WV School of Osteopathic
Medicine

Medium (3,000-9,999 Students)

Calif. State Univ. Channel Islands
Marywood University
Niagara University
Rollins College
Southern New Hampshire University
Texas Christian University
The College of Saint Rose
Union University
University of the Incarnate Word
Westminster College

Large (10,000 or more Students)

Baylor University
Duke University
Eastern Kentucky University
Georgia Institute of Technology
Lindenwood University
Sam Houston State University
University of MD, Baltimore County
University of Mississippi
University of Notre Dame
University of Southern California

Report Overviews

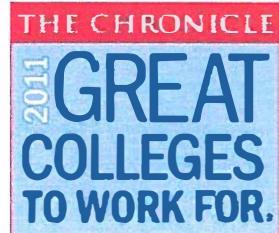
The opportunity for national recognition is certainly compelling, but perhaps the most valuable part of participation in this program is the survey data you receive. It's our goal to help participating colleges understand the dynamics and influences that are having the most impact on their own campus 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 IQ submissions:

- 1) Topline Survey Results
- 2) Topline Results by Job Category
- 3) Topline Higher Education Workplace Trend Report (Excerpt)

Higher Education Insight Survey 2011

Rollins College

Topline Survey Results



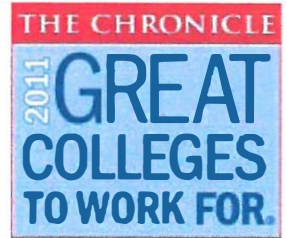
Survey Audience: Faculty, administrators and exempt professional staff
 Number of surveys sent to your organization: 400
 Number of respondents: 173
 Survey response rate: 43%

Survey Results			Your Percent Positives*	Benchmark Percent Positives	
			Rollins College	2011 Best In Size 3,000-9,999	2011 Carnegie Master's
1	Job Satisfaction/Support		81%	83%	74%
2	Teaching Environment		73%	81%	68%
3	Professional Development		80%	83%	73%
4	Compensation, Benefits & Work/Life Balance		77%	80%	70%
5	Facilities		84%	83%	74%
6	Policies, Resources & Efficiency		68%	74%	62%
7	Shared Governance		62%	77%	65%
8	Pride		82%	88%	78%
9	Supervisors/Department Chairs		78%	79%	73%
10	Senior Leadership		57%	77%	62%
11	Faculty, Administration & Staff Relations		56%	75%	61%
12	Communication		63%	71%	61%
13	Collaboration		66%	74%	63%
14	Fairness		69%	73%	63%
15	Respect & Appreciation		72%	77%	65%
Survey Average			71%	78%	67%

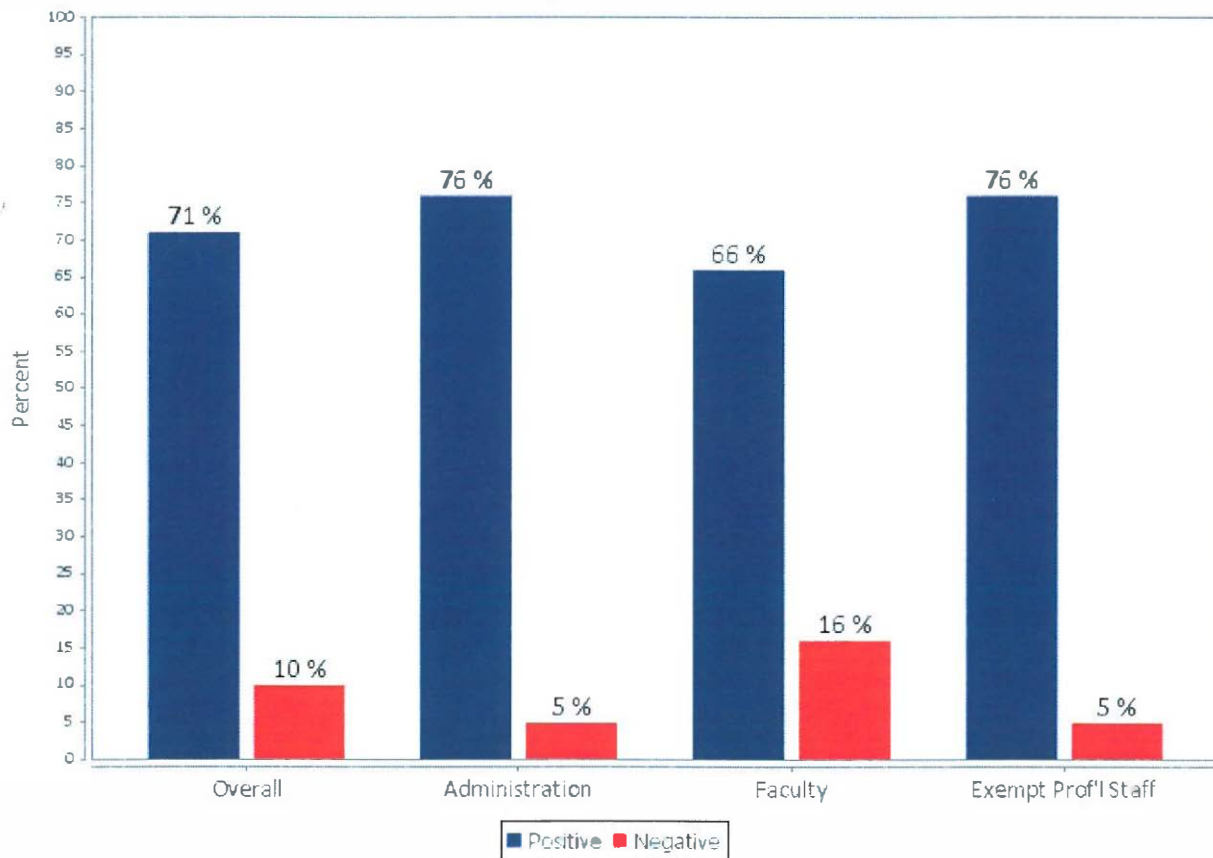
* Results in the first column of the table reflect your school's average percent positive for each survey dimension, that is, the percentage of your faculty and staff, who responded with "Strongly Agree" or "Agree" to the statements comprising that specific theme.

Color Coding:	Red Flag 0% - 44%	Yellow Flag 45% - 54%	Fair to Mediocre 55% - 64%	Good 65% - 74%	Very Good to Excellent 75% - 100%
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Higher Education Insight Survey 2011
Rollins College
Topline Results by Job Category



Rollins College



Program and Report Overview

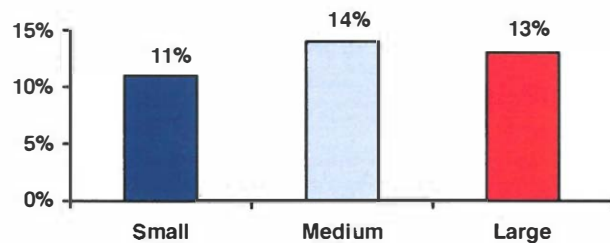
Topline Higher Education Workplace Trend Report (Excerpt)

The Topline Trend Report provides comparative data for some of the most relevant demographics and policies. It includes data from the 150+ questions asked on the IQ and is an excerpt from our comprehensive 2011 Higher Education Workplace Trend Report. Summarized in both chart and graphical form, we highlight in aggregate which schools are doing what 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.

Applicant Pool Public vs. Private:



Percent of Four-years with Referral:



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 schools across the country, and also influencing the future of the academic workplace. Registration for the 2012 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.

Best wishes in your continued good work.