

ACTION MEMORANDUM

TO: Bibb County School District

FROM: Dr. Katika Lovett, Chief of Staff

SUBJECT: Gallup – Building a Culture of Strengths Professional Development

Summary:

The Superintendent’s office is seeking board approval for professional development to be provided by the organization Gallup. Gallup is a global research and analytics firm that helps organizations solve their most pressing problems. Gallup findings support a growing body of research pointing to the individual principal and teacher as the most important school factors related to student engagement, wellbeing, and academic success. It has been shown that leaders and teachers who focus on students’ strengths and students who use these strengths daily show marked improvement across many academic and behavioral measures. As we redefine education after the challenging COVID-19 pandemic, there is an urgency to value our employees and their strengths. Further this is an extension of #Built4Bibb and is a critical step in aligning our employees’ strengths with the needs of our students.

Background:

Gallup defines engaged employees as more than simply satisfied – they are highly involved in and enthusiastic about their work and workplace. Leaders are responsible for 70% of the variance in employee engagement. Gallup supports school districts by aiding leaders in identifying their strengths and measuring the engagement of their staffs. Leaders receive executive coaching on an on-going basis to leverage their strengths to increase employee engagement, effectiveness, job satisfaction, and retention. Gallup experts support leaders in developing talented educators and creating engaging learning environments which foster long-term student success.

Recommendation:

It is recommended that the Board authorize the Superintendent to enter into a one-year contract with Gallup for the 2022-2023 school year to not exceed \$224,350.00, which will come from General Funds with an optional renewal for two additional years.

Superintendent’s Approval:

Superintendent’s Signature	Approve/Disapprove
Dr. Dan A. Sims	Approved

GALLUP®

July 11, 2022

To Whom it May Concern,

This letter is a response to your request for documentation on Gallup's "sole source" status of the Q12® employee engagement process and the CliftonStrengths® assessments, as well as the related services Gallup offers for each.

The major elements of Gallup's products and services listed above include copyrighted survey or assessment question items, proprietary databases, and copyrighted professional development content and materials for feedback and action planning. Gallup developed these products and services using its proprietary research. Gallup reserves all rights to these products and related services. In addition, Gallup developed the Employee Engagement (Q12) Index rankings, and the CliftonStrengths theme ranking using its proprietary algorithms. The Q12 and CliftonStrengths databases for comparisons to individuals, teams and organizations is also proprietary. All professional development materials and the related learning content for individual contributors, managers, leaders and executives are proprietary and copyright protected by Gallup.

Gallup does not license or transfer the Q12 or CliftonStrengths processes or the copyright and trademark rights related to the Q12 survey items or the CliftonStrengths assessment items or process for each to any third-party franchisees or organizations.

Characteristics exclusive to Gallup's products and services listed above include:

- Gallup's proprietary methods and standards for validity, predictive utility, and fairness from proprietary research
- The algorithm for calculating specific information related to Gallup's products and services listed
- Professional development materials focused on interpreting, providing feedback, and creating action plans based on the responses
- The Web platform for presenting results and posting reports, action plans and professional development

Please contact me with any questions and/or clarifications.

Sincerely,

Very truly yours,



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July 8, 2022

Building a Culture of Employee Engagement and Strengths at Bibb County School District

Submitted to:

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Superintendent

Bibb County School District

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GALLUP

Engage Your Employees to Create a High-Performance Workplace

Think about your organization. Do you want employees who are just satisfied with their jobs? Or employees who work with a passion every day, stay productive and positive, and feel a connection to your organization?

For decades, organizations worldwide have spent time and money measuring employees' satisfaction and opinions. But most of these surveys have not been the best indicators of a high-performance workplace.

Gallup defines engaged employees as more than simply satisfied — they are highly involved in and enthusiastic about their work and workplace. They are psychological “owners,” drive performance and innovation, and move the organization forward.

Our research proves that when employees are engaged, by Gallup's measures, they exert more discretionary effort on the job, going above and beyond what their role typically requires. **Engaged employees are more productive and more profitable, have fewer safety incidents, are customer-focused and are more likely to withstand temptations to leave their organization.**

To determine how to effectively measure the engagement of, and manage, this type of employee, Gallup conducted many years of research and tested hundreds of survey questions. Based on the research, we established a scientifically proven connection between employee perceptions and business outcomes and learned how organizations could use engagement to create a competitive advantage.

We also discovered that **managers are responsible for 70% of the variance in employee engagement.** Most organizations measure and promote engagement without providing managers with the tools they need to lead their teams well.

To help you measure engagement rather than just satisfaction, Gallup assesses the most important items related to your organization's performance and business outcomes. Then we provide the best-practice advice and learning that you and your managers need to act on those items.

Gallup established a scientifically proven connection between employee perceptions and business outcomes and learned how organizations could use engagement to create a competitive advantage.

Employee engagement manifests itself in greater discretionary effort — engaged employees go above and beyond.

Basic human needs must be met in the workplace to develop and engage top performers.

Employee engagement is an intensely local phenomenon; managers account for 70% of variance in employee engagement.

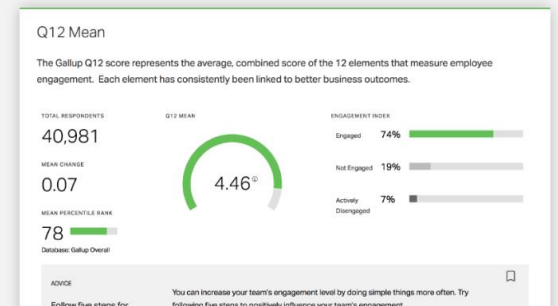
Leaders, managers and team members at all levels must be held accountable for creating, growing and maintaining a culture of engagement.



HOW GALLUP MEASURES EMPLOYEE ENGAGEMENT: THE Q¹²®

Gallup analyzed hundreds of questions from multiple employee surveys with a group of more than 1 million employees. Our goal was to identify the factors common to productive workplaces and to identify the best questions for measuring these factors — questions for which the best performers said “yes” and the rest said “no.”

Traditional employee survey items about pay, bonuses, customers and senior management initially were part of Gallup’s engagement survey items. However, Gallup’s research indicated that those aspects of the workplace are not primary, essential factors that organizations need to measure and activate on to grow strong workplaces.



Applying long-established research methodologies, we noticed that certain questions and, more importantly, certain wording of questions differentiated high-performing workgroups from low-performing workgroups.

In all, Gallup discovered 12 questions that directly link to business outcomes. These questions form the foundation of our employee engagement program: **Gallup’s Q¹² survey** — the 12 items that measure the most important elements of employee engagement.

And, perhaps most important of all, the 12 items are actionable. When workgroups improve their scores on these items, business moves in a positive direction. *Why ask employees hundreds of questions if you can get the most accurate results — and determine clear next steps — by asking only 12?*

With Gallup’s Q¹², your HR teams and managers will no longer be overloaded with data that they don’t know how to use effectively. The Q¹² is simple, and it works.

GALLUP'S Q¹²

■ Basic Needs ■ Individual Needs ■ Teamwork Needs ■ Growth Needs

Q01 I know what is expected of me at work.

Q02 I have the materials and equipment I need to do my work right.

Q03 At work, I have the opportunity to do what I do best every day.

Q04 In the last seven days, I have received recognition or praise for doing good work.

Q05 My supervisor, or someone at work, seems to care about me as a person.

Q06 There is someone at work who encourages my development.

Q07 At work, my opinions seem to count.

Q08 The mission or purpose of my company makes me feel my job is important.

Q09 My associates or fellow employees are committed to doing quality work.

Q10 I have a best friend at work.

Q11 In the last six months, someone at work has talked to me about my progress.

Q12 This last year, I have had opportunities at work to learn and grow.

Engaged: Employees are highly involved in and enthusiastic about their work and workplace. They are psychological “owners,” drive performance and innovation, and move the organization forward.

Not engaged: Employees are psychologically unattached to their work and company. Because their engagement needs are not being fully met, they’re putting time — but not energy or passion — into their work.

Actively disengaged: Employees aren’t just unhappy at work — they are resentful that their needs aren’t being met and are acting out their unhappiness. Every day, these workers potentially undermine what their engaged coworkers accomplish.

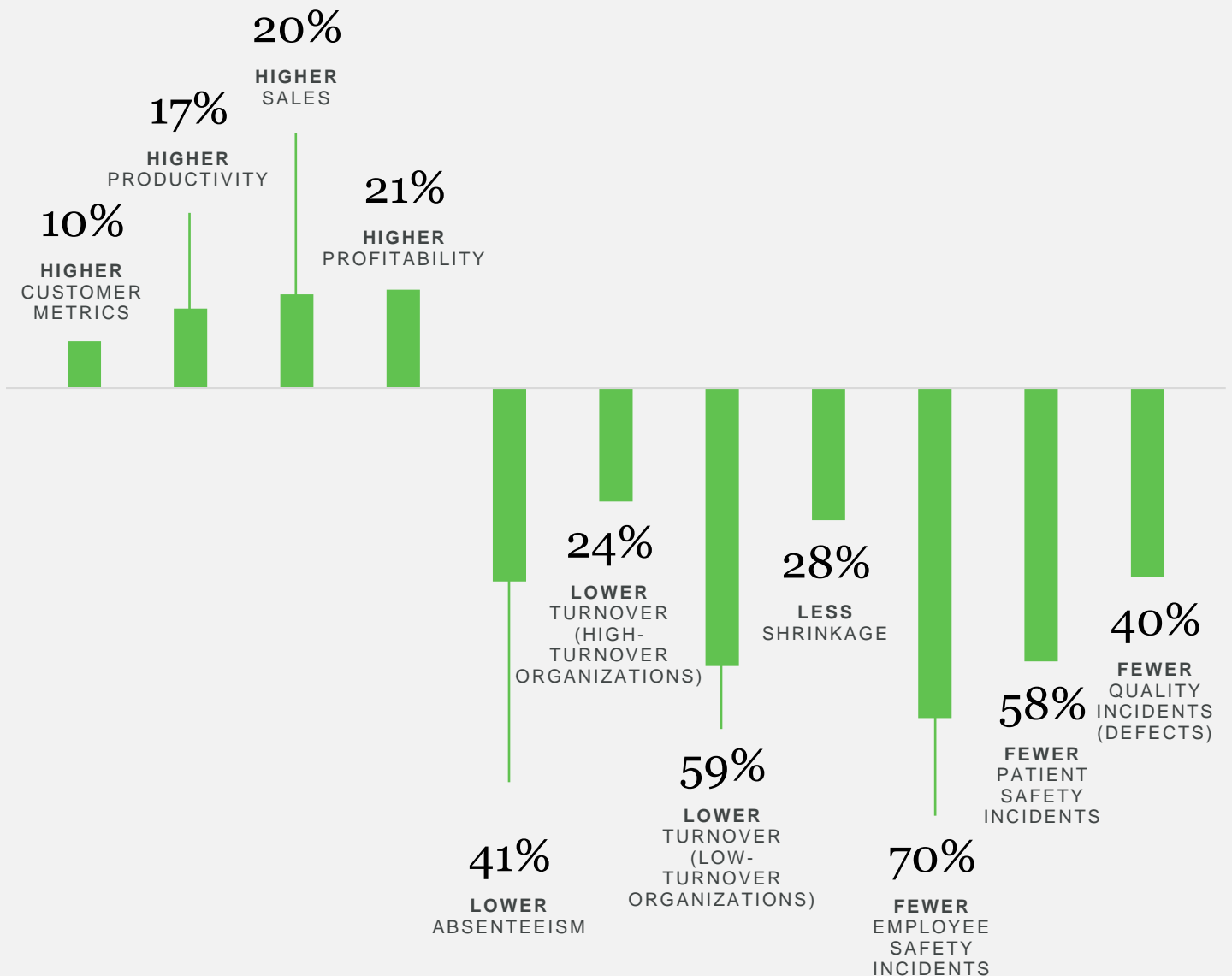
HOW GALLUP KNOWS THE Q¹² TIES TO BUSINESS RESULTS

By studying the Q¹² results of more than 37 million employees across thousands of workgroups in hundreds of industries worldwide, we can quantify significant measurable changes on some of the most important key performance indicators.

When your organization is at a 14:1 ratio of engaged versus actively disengaged workers, you will be in the top engagement quartile of our database. Business units in this quartile have engagement levels — and business results — that you can use as benchmarks and insights to help you set your engagement and business outcome goals.

This graphic shows the effect of high engagement on business outcomes. These are not one-time occurrences that happened with a handful of businesses. These data points represent the millions of work units and thousands of organizations in Gallup's database.

When compared with business units in the bottom quartile of engagement, those in the top quartile realize improvements in the following areas:



A CLOSER LOOK AT GALLUP'S EMPLOYEE ENGAGEMENT DATABASE

Gallup maintains one of the world's most comprehensive databases linking employee engagement to relevant business outcomes, such as retention, productivity, profitability, customer engagement and safety. We also collect information on key workforce demographics, including length of service, function, level, status, for-profit/nonprofit, exempt/nonexempt and union/nonunion.

We update our database annually, which enables our clients to benchmark their organization's employee engagement levels against data* collected from:

12.3 million

EMPLOYEES

1.6 million

WORKGROUPS

1,134

ORGANIZATIONS

7

MAJOR REGIONS: Africa; Asia; Central and South America; Australia, New Zealand, and Oceania; Europe; the Middle East; North America

189

COUNTRIES

17

MAJOR INDUSTRIES

*Data collected from 2013-2017.

GALLUP ACCESS: YOUR ONLINE TOOL FOR BUILDING A CULTURE OF ENGAGEMENT

We know that employee engagement is effective only when it is part of your organization's culture and business strategy. That's why we created Gallup Access.

Gallup Access is a cloud-based system that gives your company access to everything you need to build a culture of engagement — not only our powerful survey engine, but also benchmarked data reporting and best-practice workplace and management advice based on decades of Gallup research.

The platform helps your leaders, HR teams and managers keep engagement front and center by providing a personalized, intuitive dashboard; fast survey results; easy-to-understand reporting; and learning and advice that they can use anytime to develop targeted team conversations.

The screenshot shows the Gallup Access dashboard with the following sections:

- Advice:** A green box with text: "Discuss what your company stands for and how employees fit into it." and "Gallup's research shows that few employees know or understand what their company stands for. But there are actions managers can take to help their employees understand and appreciate what makes their company different from its competitors." with a "LEARN MORE" link.
- My Data:** A white box with a green header. It features a "Mid-Year State of the Team Sur..." card with a "Q12 MEAN" of 4.25, "Respondents: 24", "Mean Percentile Rank: 65", and "Change: N/A". To the right is a "Latest Reports" table.
- My Action Plans:** A white box with a green header. It shows "Active 2", "Complete 1", and "Draft" counts. Below is a card for "Engaging Discussion in Stand up meetings daily" with "START DATE Apr 13 2018" and "TIME OPEN 116 Days".
- Learn:** A white box with a green header and a photo of people in a meeting. A "DOCUMENT" link is at the bottom.
- Team Monitoring:** A white box with a green header. It lists "Teams" with a table for "Dev Team" and "Developer Team".

Report Name	Respondents
First Quarter Exit Interview	120
Diversity and Inclusion Pulse Survey	40,961
Team Member Engagement Survey	18
Q12 Feedback Survey	21

Team	Active	Complete
Dev Team	2	1
Developer Team	3	1

Discover the features of Gallup Access that will help you make engagement part of your culture:

[SURVEYS](#)

[REPORTING](#)

[LEARN](#)

[ACTION
PLANNING](#)

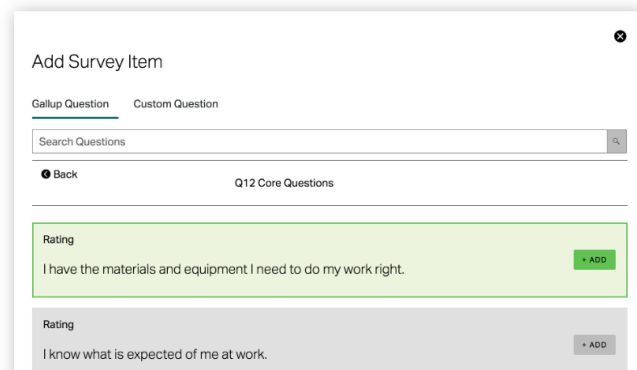
[ADMINISTRATION
TOOLS](#)

[OTHER
WORKPLACE
SOLUTIONS](#)

[MOBILE
APP](#)

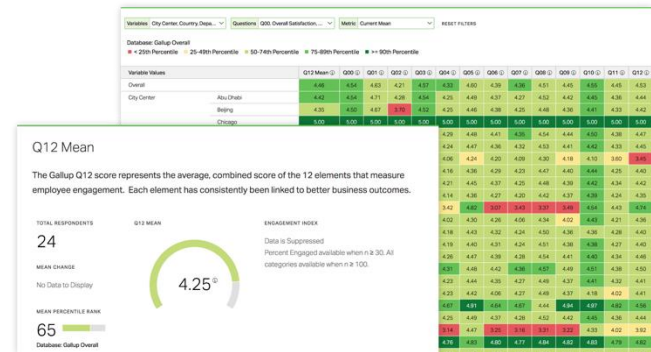
By implementing your surveys through Gallup Access, you will be able to:

- **Set up and send your surveys in minutes.** You'll find there's no steep learning curve for executing surveys through Gallup Access.
- **Use our question bank that includes nearly 200 workplace items that relate to your business performance.** Along with implementing our foundational Q¹² survey, you'll have access to other research-backed employee engagement and workplace questions that you can use in a quick pulse survey anytime.
- **Reduce survey fatigue and get higher response rates.** We design each question with your employees' time and attention in mind — survey questions are short and clear, and completing the Q¹² or pulse surveys takes just minutes. And, with Gallup's trusted name and a clear message about confidentiality on your surveys, your employees will feel confident in giving candid answers. Our clients' average Q¹² response rate is higher than 85%.
- **Choose how you send the survey.** You can upload an email list to send the survey automatically (closed-sample) or create a link to it to send whenever and to whomever you'd like (open-sample).
- **Collect targeted responses.** You can customize your display logic and choose to show specific questions based on individual information.
- **Choose questions in 40 languages.** Use the same questions across your organization internationally.



You'll get more than a number with our reporting feature. Our reports give you context and clarity on the next steps for achieving your goals.

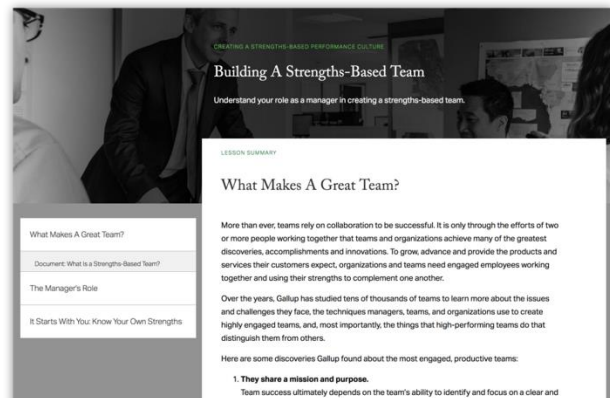
With our reporting feature on Gallup Access, you will be able to:



- **Get results within 24 hours of survey completion.** Fast results mean you can quickly address your problems. With other survey providers, you could be waiting for results for weeks.
- **Pinpoint quickly where you need to improve.** You'll see your most important numbers front and center with data visualization that's easy to understand.
- **Know where you stand against the competition.** You'll get superior benchmarking capabilities by comparing your results against our extensive database, including:
 - over 1,000 companies in 200 industries
 - some of the world's best workplaces
 - your internal counterparts
 - your results over time to see improvements or declines
 - other teams that are on the same administration as you
- **Choose how you filter your data and how you want it cut.** You control how to filter and compare your data.
- **Receive email reminders.** No need to log in and check every hour for your reports. We send an email to your inbox when they're ready.
- **Create reports for all role types.** Generate role-specific reports for executives, human resources, managers, individuals and teams.
- **Export data to Excel, PDF or PowerPoint.** You no longer need to spend hours creating a presentation or a spreadsheet that works the way you want. You can export data quickly in the format that meets your needs.
- **View your trended data over time.** The most valuable insights often come with time. Track and compare data from your first administration to the rest.

Where do your leadership and management teams go for workplace advice? More than likely they are searching for insights in management books and online articles.

Inside Gallup Access, your company will get all of Gallup's research-backed and proven workplace advice. Your leadership can now all be on the same page, creating the same culture and outcomes — and they won't have to spend their time searching the internet for advice.



With our Learn feature, your leaders, HR teams and managers will:

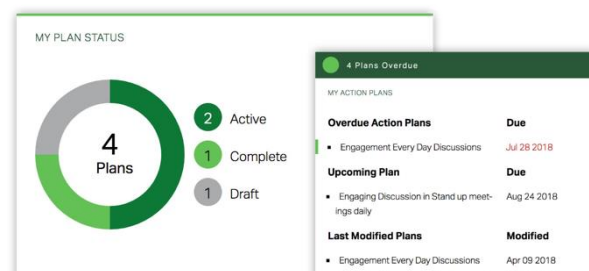
- **Be empowered to have the right conversations about engagement.** And be able to give more meaningful and motivating feedback to employees.
- **Access videos, how-to content and other resources, all backed by Gallup research.** They can explore advice related to every important workplace topic, including:
 - culture
 - employee engagement
 - employee experience
 - retention and turnover
 - performance
 - CliftonStrengths®
 - management
 - leadership
 - wellbeing
 - team building
 - hiring talent
 - diversity
 - customer engagement
 - absenteeism
 - remote workers

Use our Learn feature to create a culture of learning across the organization with:

- **Role-based content.** You can set up each Gallup Access user to be able to see advice and content relevant to their assigned role.
- **Flexible use.** You can embed learning advice and modules into your action planning.
- **Three-minute videos for quick learning.** Find a range of content to fit your busy schedule.
- **Fresh content.** Our content library expands and updates every week. You'll always get first access to our latest insights.
- **E-learning modules that support learning for all roles.** Benefit from modules created specifically for individuals, managers and leaders.

We know you don't need another item on your to-do list. You need the right steps to get results. The action planning tools on Gallup Access are designed to help you achieve business and team goals.

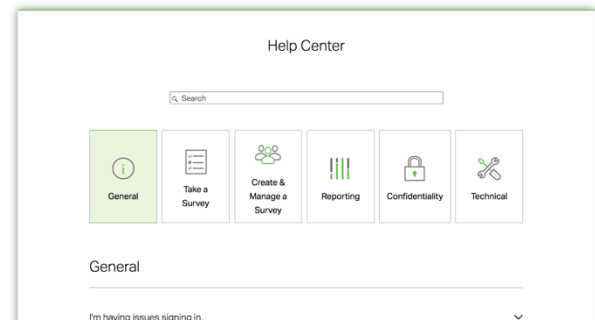
You can increase accountability and promote performance outcomes by using our:



- **Guided questions.** . Use questions that tie your action plan to your team and company goals.
- **Best-practice advice.** Get action planning advice and tips that help you follow through.
- **Embedded learning.** Know exactly what you need to do for each action item on your plan by adding corresponding learning modules and advice.
- **Team monitoring.** Keep track of each employee performance plan and team-level goals.
- **Flexible planning.** Not a one-size-fits-all approach: You can adjust your plan to fit your needs.
- **Progress tracking.** See notifications (in red!) when a deadline is approaching.

Learning how to use new technology can be challenging for some. But we set you up for success, and we will be here to help when you have questions. You will get easy-to-implement tools and our guaranteed support.

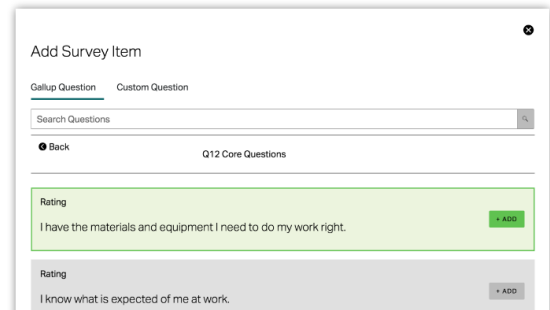
Our platform has everything your administrators need to feel confident:



- **No steep learning curve.** Even those new or averse to technology find our platform easy to use.
- **Support from an accessible Gallup team.** Our experts set you up for success during your initial training — and they will continue to be there for you along the way.
- **An intuitive tool suite.** We make it simple for you to manage your platform settings, along with the people and programs in it. You will be able to instantly react to changes in your organization. A few clicks let you set up or modify overall, project and team settings:
 - **Empower managers to view and track their teams.** With flexible team management tools, your managers will feel motivated to view and track their teams' strengths, action plans, reports and participation.
 - **Map individuals and teams to the right roles and privileges.** Quickly adjust permissions for individuals and teams using bulk actions. Add or remove access with the click of a button.
 - **Enable administrators to conveniently help individuals.** Administrators can set privileges to view and troubleshoot others' dashboards.
 - **Get access to help 24/7.** Our help center has robust FAQs, user guides and resources. Client support is just a quick click or call away.
 - **Ongoing implementation support.** You get convenient access to clear implementation guides and video tutorials for new users whenever you need them.
 - **Live chat.** In a hurry? Get a quick answer from a real person.

Gallup Access also has our employee experience surveys and insights, as well as our CliftonStrengths assessment and team tools.

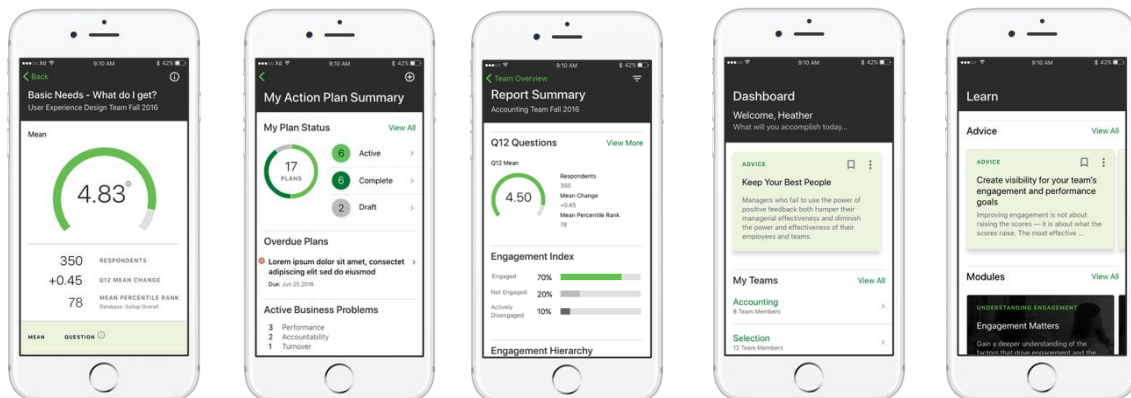
You always have the choice to build out your access to include our other workplace solutions when you are ready. We are improving and adding more to the platform every day, so as your business is growing, our platform will too, and we'll be ready for your next need.



The Gallup Access mobile app lets leaders easily review survey results or create and share engagement plans with their teams while they are traveling, in all-day meetings or studying before bed to get ahead for the next day.


With the app, leaders can:

- view engagement results and make comparisons with Gallup's world-class database
- browse articles, learning tools and resources, videos, and podcasts
- create focused engagement plans and action plan reports for teams
- access teams' strengths and discover more about employees' unique talents
- monitor action plans to ensure that teams stay on track
- learn more about best practices for improving engagement




FOUR KEY BENEFITS OF GALLUP'S EMPLOYEE ENGAGEMENT APPROACH

Manage your company's employee engagement with Gallup to experience the benefits of our approach.




The easier a program is to implement and base actions on, the more likely employees will participate. Keep your engagement process simple by minimizing the number of questions on your surveys and offering time-tested, strategic education that ensures success when discussing engagement survey results, as well as planning and implementing your next steps.

Because the 12 elements of engagement on the Q¹² survey can measure the strength of your workplace, Gallup's approach allows your managers to focus on the most important factors of engagement. They can immediately begin to increase workgroup engagement and, as a result, improve your organization's business outcomes.




Employee engagement is an essential business metric that can help predict your company's financial performance. Adopting an effective employee engagement program is necessary for successfully winning in today's competitive marketplace. It also has become an expectation from analysts, shareholders and boards.

We developed our engagement program with sustainability in mind by providing managers and leaders with the necessary tools and knowledge for maximizing performance through a combination of measurement, reporting, education and strategic intervention recommendations.



Workplaces are changing constantly, and you need data and feedback that is relevant and moves as fast as you do. Gallup's approach of offering standard and additional survey items, all through an easy-to-use online platform, reduces the amount of time from measurement to improvement.

Programs that take months to provide workgroup-level data are destined to lose commitment and fail. Your managers view "speed" as the time between when they took the survey and when they see their own data. Gallup's process is simply the fastest and highest-quality method for delivering accurate team reports.



You will never have to wonder if your survey results are "true" or if they make a difference. All of our survey questions are based on decades of survey research methodology and tedious attention to detail.

We also have studied millions of managers and organizations worldwide. And we know what the best do to build engaged workplaces. Our advice on Gallup Access is proven to improve your team and organizational engagement and performance.

ARE YOU READY TO INCREASE ENGAGEMENT AND PRODUCTIVITY?

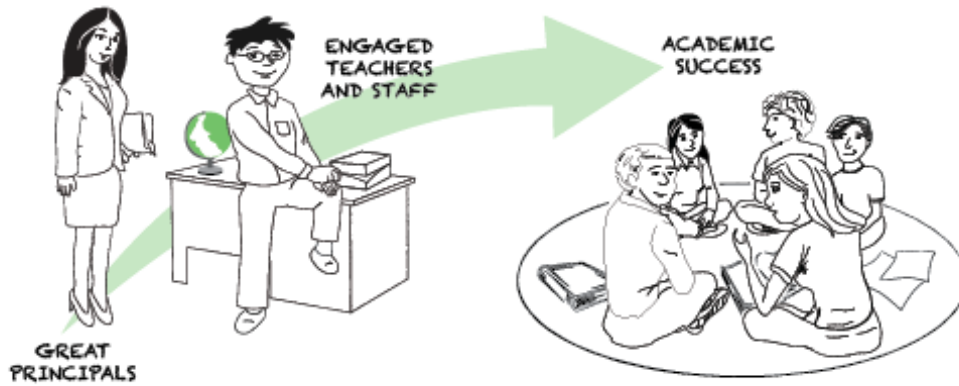
We look forward to working with you and helping you achieve extraordinary results.

2022-2023	2023-2024	2024-2025
Strengths assessments and training for principals and district leadership	Strengths assessments for all Bibb County Staff (training to be performed by Bibb certified strengths coaches)	Continued Strengths assessments for new staff members

Focusing on Leaders, Teachers, Staff, and Students

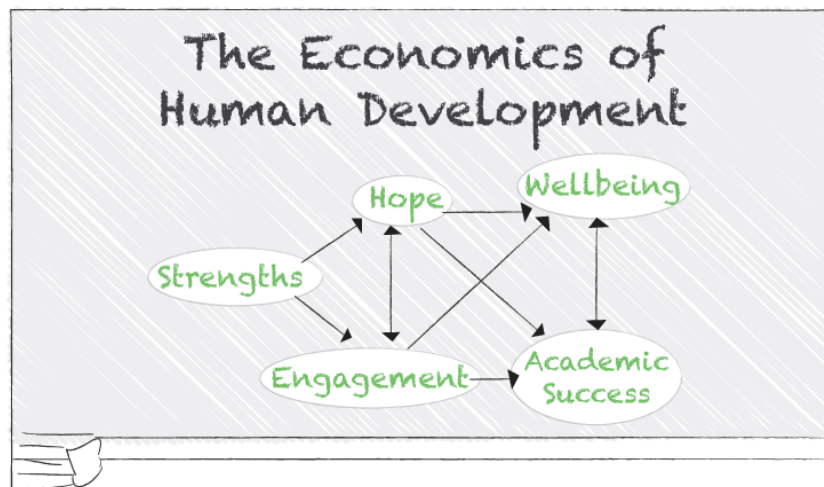
School District leaders have important issues to address in the school workplace in order for principals, assistant principals, teachers, employees, and students to reach their full potential. Gallup findings support a growing body of research pointing to the individual principal and teacher as the most important school contributor to student engagement, wellbeing, and academic success.

The **PATH** to School Success



The Science of Strengths: Driving Student Success and Better Life Outcomes

Gallup research has shown that teachers who focus on their students' strengths and students who use their strengths every day in their schoolwork show improved measures of hope, engagement, wellbeing, and academic success. Measures of student hope and engagement, for example, are much stronger predictors of student success than SAT/ACT scores and GPA. Many studies by Gallup and other collaborators have built a compelling path model showing the predictors of student academic and life success called the economics of human development.



The Vision

The world of public education is a “follow-the-leader” type of marketplace. School districts have become a focal point for the country as a place of consistent innovation, thought leadership, and a hotbed for new trends in education and they have the opportunity to build a powerful school success story for the country to follow.

Let's **SHIFT** from what's **WRONG** to what's **STRONG**.

Discover and develop each student's innate talents — recurring patterns of thought, feeling, or behavior — or what Gallup calls **STRENGTHS**.

By implementing a Strengths-based approach, the school district is in the best position to lead the charge in shifting from what is wrong to what is strong. A concentration on strengths and building a school culture focused on natural talents of each teacher and student is the path to winning again in education.

Gallup Experience and Expertise

Gallup experts work with leaders in education to identify the strengths of each individual student, teacher, and school leader; hire and develop talented educators; and create engaging learning environments — fostering long-term student success in the classroom and in future careers. The best educators know that for students to achieve meaningful, lasting success in the classroom and beyond, they must be emotionally engaged in the educational experience. This means educators must focus on students' hope, engagement, and wellbeing — the predictors Gallup has discovered matter the most to student success in the classroom and beyond. Measuring and moving the needle on these outcomes transforms educational institutions into places where students — and educators — thrive.

For more than 40 years, Gallup has investigated the nature of human talents and strengths. By interviewing the approximately 2 million people in a wide range of roles and industries, Gallup has discovered that our talents — defined as our naturally recurring patterns of thought, feeling, or behavior that can be productively applied — are our greatest opportunities for success. Further, by refining our dominant talents with skill and

knowledge, we can create strength — the ability to provide consistent, near-perfect performance in a given activity.

During the 1950s, the Nebraska School Study Council supported a statewide research project to identify the relative value of different methods for teaching rapid reading. About 6,000 10th-graders participated. The results showed no statistically significant differences between the methods; the differences were between teachers. While analyzing the data, researchers were puzzled by the observation that the students who read the fastest at the study's outset made the greatest gains during the study — from approximately 300 to 2,900 words per minute. The students who read slower at the outset also made gains, but smaller in comparison. Researchers hypothesized that the greatest gains in human development are based on investment in what people do best naturally — in their areas of talent. Although there could have been many observations of the greater return from investing in talents and developing strengths, this particular event encouraged thoughts about a "strengths" approach to teaching and management, and it led to this hypothesis: Individuals gain more when they build on their talents than when they make comparable efforts to improve their areas of weakness.

Gallup research highlights that schools and organizations are more than the sum of the individuals that compose them, but the most basic, and perhaps the most important, form of strengths investment lies with the individual. When more individuals in organizations have their talents identified, understood, and integrated into their lives, the organizations have greater potential.

In addition, Gallup delivers forward-thinking research, analytics, and advice to help leaders solve their most pressing problems. Combining more than 70 years of experience with its global reach, Gallup knows more about the attitudes and behaviors of the world's constituents, employees, and customers than any other organization. Gallup consultants help private- and public-sector organizations boost organic growth through measurement tools, strategic advice, and education. Gallup's 2,000 professionals deliver services at organizations, companies, universities, and schools; through the Web; and in nearly 40 offices around the world. Gallup News reports empirical evidence about the world's 7 billion citizens based on Gallup's continuous polling in 160 countries, focusing on politics, economics, wellbeing, and education. You can see more about our findings at Gallup.com. Gallup also offers books with groundbreaking research on business, leadership, wellbeing, and politics, as well as coursework on the factors that drive individual and organizational performance.

Through its research, Gallup has learned that schools and organizations that focus on strengths achieve greater speed, productivity and precision, longevity and attendance, and engagement among their people.



SPEED

People operating from strengths learn the role faster and adapt to change more quickly.



PRODUCTIVITY AND PRECISION

People operating from strengths produce significantly more and with better quality.



LONGEVITY AND ATTENDANCE

People operating from strengths stay longer, miss less days, and build stronger relationships.



ENGAGEMENT

People operating from strengths are more emotionally connected to their role, to their leader, and to their institution.





GALLUP Student Poll

Measure What Matters for Student Success Engaged Today — Ready for Tomorrow

The Gallup Student Poll

Whether your students are in the classroom or distance learning from home, there has never been a more critical time to listen to their views on school.

Since its launch in 2009, the Gallup Student Poll has helped schools serve students better by providing measures that matter for success in and out of school. This year, the 22 core survey items in the Gallup Student Poll measure engagement with school, hope for the future, belonging, and social and emotional learning. All of these factors are reliable indicators of student success, even amid disruption.

Schools and districts receive streamlined, easy-to-read reports that include data by grade level. And, the Gallup Student Poll is equally effective for districts doing distance learning, in-person teaching or a mixture of both, as schools can split results by learning mode.

Overview

Based on years of research, the Gallup Student Poll provides schools, districts and youth development organizations across America with a way to measure factors with links to positive educational outcomes, giving leaders a tool to support their quest to engage students today and make them ready for the future. The Gallup Student Poll is used by schools and out-of-school organizations to inform initiatives designed to build positive cultures, inform school improvement programs and develop strategies that help students learn and prepare for the future. Launched in 2009, the Gallup Student Poll — with nearly 5 million total completes to date — is a brief, Web-based survey administered nationally each fall in America's schools. The Gallup Student Poll is designed to aid educators in providing a learning environment that:

- builds engagement
- creates hope for the future
- fosters talent

Gallup research with students shows that talented, engaged leaders can guide students to brighter futures. The latest findings from the [2017 Gallup Student Poll Snapshot Report](#) show that students who [get to do what they do best](#) and are involved in activities, such as sports, music or volunteering are more likely to: have hope for the future, say they get excellent grades at school and feel they do well in school compared with their peers. Cultivating students' strengths and finding places where they can practice using those strengths allows students to confidently pursue their hopes and dreams while meeting their educational goals.

Gallup's research has shown that engagement, hope, belonging and social-emotional learning are linked to positive outcomes for students. The Gallup Student Poll measures student engagement with school, but it has also evolved to make student success planning a more efficient and focused task for leaders with key touchpoints with students. Here are some important findings **from the Gallup Student Poll**:

- Involvement in activities boosts positive outcomes for students.
- Hope is linked to desirable outcomes, such as better self-reported academic performance and less absenteeism.
- About 2 in 10 (22%) of students surveyed are actively disengaged at school.
- Students become less engaged as they journey through school.

The Gallup Student Poll gives community leaders something to mobilize and align school, community and philanthropic resources around. This alignment will help create a more hopeful story about American education in which students get to do what they do best every day, students' wellbeing and success are prioritized, and their personal growth leads to thriving lives.

THE SURVEY

The Gallup Student Poll contains 22 core items about what they do, how they think, and how they feel about their home, school and community life and a few demographic questions. The survey takes most students between 10 and 15 minutes to complete. The following are a few sample items. Students respond on a 5-point scale where 5 means strongly agree and 1 means strongly disagree.

- I have a great future ahead of me.
- I have a mentor who encourages my development.
- I am involved in at least one activity, such as a club, music, sports or volunteering.
- My teachers make me feel my schoolwork is important.
- In the last seven days, I have learned something interesting at school.
- I can find lots of ways around any problem.

The items in the Gallup Student Poll measure several dimensions of student success, including engagement with school, hope for the future, belonging and social-emotional learning..

- **Engagement:** The involvement in and enthusiasm for school. Engaged students are excited about what's happening at their school and what they're learning. Engaged students contribute to the learning environment, and they are psychologically committed to their school.
- **Hope:** The ideas and energy students have for the future. Hope has been linked to student success in school. Hopeful students are positive about the future, goal-oriented and can overcome obstacles in the learning process, enabling them to navigate a pathway to achieve their goals.
- **Belonging:** Feeling accepted and included as part of the school. Students with a sense of belonging know there is an adult on their side and feel like valued members of their learning community.
- **Social and Emotional Learning:** How people learn to understand and manage emotions and establish positive relationships with others.

The Web-based survey is available in English and Spanish for students in grades 5 through 12. In 2020, The Gallup Student Poll was updated to help increase the instrument's actionability. New survey items were added and the core measures of belonging at school and social and emotional learning were added.

The survey may be administered once (with the option of a second administration) per school year at a time of the district's choice. Gallup's portal and internal team members will provide you simple step-by-step instructions to assist you in the setup process.

A survey administrator in each of your school buildings administers the poll via Gallup's web portal and then Gallup provides easy to understand and actionable scorecards. Individual survey results are completely confidential and under no circumstances will Gallup reveal any student's personal responses. Grade-level or other group level data are included in the reporting structure, assuming there are enough responses to ensure anonymity. Results are reported for each of the survey items.

The standard Gallup Student Poll Survey includes engagement, hope, belonging and social and emotional learning.

THE NEXT STEPS

Gallup discovered that measurement of student engagement is just the starting point to building highly engaged schools. The Gallup Student Poll program goes beyond just reporting of results by providing structured learning and resources to help bring engagement to life within your schools.

Gallup Student Poll Toolkit – This This toolkit includes several user-friendly tools to use with your team to help you make the most of your Gallup Student Poll results. In the toolkit are numerous resources outlining concrete steps to take and programming ideas to help make the four elements the Gallup Student Poll measures priorities at your school. In addition, the toolkit provides step-by-step guides explaining how to present your Gallup Student Poll results to your team and how to use them with students.

Why a Strengths-Based Culture Is Vital to Your Organization's Success

Managers often focus on fixing their employees' weaknesses, but Gallup research has proven that this approach leads to mediocre results at best. The greatest opportunities for improving employees' performance occur when making the most of each employee's CliftonStrengths®.

Grounded in decades of research, Gallup's strengths-based philosophy has helped organizations achieve significant gains in employee engagement, retention, productivity, profitability and other desired business outcomes.

Gallup studies indicate that **people who use their strengths every day are six times more likely to be engaged on the job.**

IMPROVE PERFORMANCE BY DEVELOPING TALENTS INTO STRENGTHS

Gallup's CliftonStrengths assessment is a sophisticated tool for understanding people's naturally recurring patterns of thought, feeling and behavior.

The online assessment measures an individual's specific order of 34 themes of talent. It's the first step in a journey of self-awareness that helps people enhance their strengths and performance.

Using the CliftonStrengths assessment solves one key issue — identifying an individual's talents — but work is required to develop one's natural talents into strengths. Just because employees take an assessment doesn't mean they will be able to use their talents effectively in the workplace.

Workgroups that receive strengths-based development have:

14%-29%

INCREASED PROFIT

10%-19%

INCREASED SALES

3%-7%

HIGHER CUSTOMER METRICS



Feedback after the assessment and integration of strengths principles into onboarding and other individual, team and leadership development opportunities are vital.

Gallup helps organizations build a sustainable strengths-based program by providing steps and tools for continual dialogue, discovery and action. Through ongoing coaching, consulting and development opportunities for leaders, managers and team members, strengths can become an integral part of an organization's culture — not just a single event or a moment in time that doesn't produce results.

WHY MILLIONS HAVE TAKEN THE CLIFTONSTRENGTHS ASSESSMENT

Approximately **20 million people** in **50 countries** and **22 languages** have discovered their CliftonStrengths.

The CliftonStrengths assessment:

Helps people discover and understand their greatest talents

Applies to all individuals, regardless of their role

Promotes development and better performance based on what each individual and team naturally does best

Provides a common language and conceptual framework through which individuals and teams can more fully develop, perform and collaborate

Cultivates a positive culture focused on talent discovery and strengths development



GALLUP ACCESS: YOUR ONLINE TOOL FOR TEAM DEVELOPMENT

What if your managers knew how to uniquely motivate each employee and help them work better together as a team?

They can. By using Gallup Access, our cloud-based survey, analytics and learning platform, they will learn how to inspire each employee for enhanced team performance and better business results.

The screenshot displays the Gallup Access interface. On the left, a table shows team members' strengths scores across various categories. On the right, a CliftonStrengths assessment overlay is visible, titled "Your Strengths Awakening".

Name	Executing							Influencing									
	Achiever	Arranger	Belief	Consistency	Deliberative	Discipline	Focus	Responsibility	Restorative	Activator	Command	Communication	Competition	Teamworker	Self-Assurance	Significance	Woo
Overall Team	8	29	7	31	21	17	22	6	23	12	4	24	19	28	3	9	14
Carson, Phil	26	27	13	14	1	19	4	6	23	34	8	24	29	31	2	3	18
Decker, Segar	2	26	13	33	20	25	14	6	22	11	9	18	7	29	8	10	15
Gobber, Carson	23	16	22	20	31	33	15	28	23	6	14	4	1	17	12	30	3
Lopez, Jeffrey	22	27	10	28	17	5	13	11	21	19	15	32	29	5	8	20	16
Robinson, Katie	20	16	11	12	21	18	26	15	13	23	2	29	32	25	10	3	33

EQUIP YOUR MANAGERS TO USE CLIFTONSTRENGTHS WITH THEIR TEAMS

Employees no longer want just a paycheck. They're looking for a great workplace culture, career development and a manager who sets them up for success.

That's why managers need to coach and give meaningful feedback to their employees.

When companies equip their managers to use CliftonStrengths to develop employees, they're giving employees what they really want.

Sixty-seven percent of employees who strongly agree that their manager focuses on their strengths are engaged. That number plummets to 2% when employees disagree that their manager focuses on their strengths.

Gallup Access makes it easy for your managers to help team members discover and develop their CliftonStrengths. Within the platform, managers can:

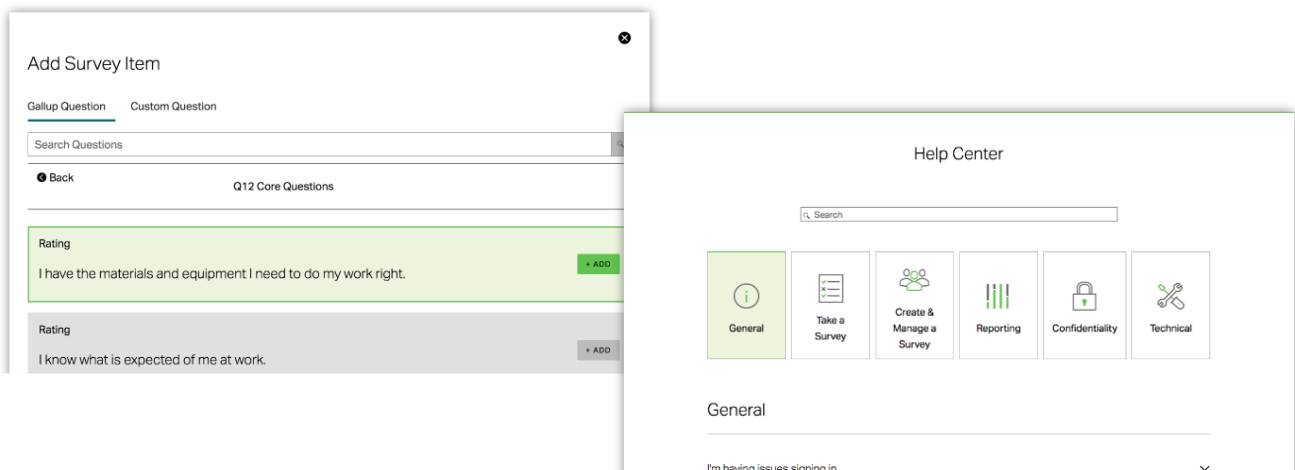
- easily manage the distribution of CliftonStrengths assessments to their teams
- get to know each employee's strengths through access to their individualized strengths report
- analyze team dynamics and Team Strengths Grids for more effective team planning and feedback
- gain insights into coaching and giving individual feedback through learning content that's included with your subscription or through add-on online courses

Using CliftonStrengths within your teams helps your company move away from the command-and-control style of management — a leadership style that no longer motivates workers to perform better — to a workplace that people are excited about and will rave about to their social networks and customers.

OTHER SOLUTIONS ON GALLUP ACCESS

Besides delivering our CliftonStrengths assessment and team tools, Gallup Access also provides our employee experience surveys and insights.

You always have the choice to build out your access to include our other workplace solutions when you are ready. We are improving and adding more to the platform every day, so as your business is growing, our platform will too, and we'll be ready for your next need.



ARE YOU READY TO REAP THE BENEFITS OF A STRENGTHS-BASED WORKPLACE?

We look forward to working with you and helping you achieve extraordinary results.

Leadership Results Briefing Session

CONSULTANT-LED TEAM SESSION

Leading with a focus on engagement doesn't just make employees feel good — it fuels business results. The best leaders understand the pivotal role they play in creating and sustaining a culture of engagement that delivers exceptional performance.

To uncover the latest in your engagement story, a Gallup consultant will share your organization's Q¹²® survey results, tailored to your needs and survey administration. They also will facilitate a discussion in which leaders reflect on the results and determine your organization's key performance goals and next steps.

WHO SHOULD ATTEND

This session is for members of the senior leadership team who are responsible for creating a culture of engagement and reinforcing the values and direction of the organization.

Gallup recommends a briefing session for organizations that:

- are implementing the Q¹² for the first time
- would like to discuss comparisons between current and previous results
- include accountability questions in their survey

WHAT TO EXPECT

During this team session, executive team members will have an open dialogue about the most recent Q¹² results and their strategies for creating and sustaining a culture of engagement.

A Gallup consultant will:

- reinforce leadership's role in your culture of engagement
- share your organization's Q¹² survey results and facilitate a discussion among leadership team members as they make observations
- help leaders identify actions that they should take to support the engagement strategy

70%



of the variance in team engagement is determined solely by the manager.

SESSION DETAILS

Format

Two-hour, consultant-led session or 90-minute webinar

Agenda

- Welcome and Introductions
- The State of Your Organization
- Working With Your Q¹² Results
- Creating a Culture of Engagement



CliftonStrengths® Discovery: Your Unique Strengths

INSTRUCTOR-LED COURSE

You succeed when you focus on what you do best. All too often, people take their most powerful talents for granted and are only distantly aware that *cultivating talents is the most effective avenue for human development*. Gallup research confirms that when people use their strengths, they perform better and are more engaged. They build better relationships, reach higher goals and live better lives.

During this course, individuals will discover their natural talents and explore strategies and techniques for developing their talents into strengths to maximize their potential.

WHO SHOULD ATTEND

People who wish to reach their full potential by using their natural talents should participate in this course.

WHAT TO EXPECT

Those who participate in this course will:

- gain insights into their innate talents through their CliftonStrengths® 34 Report
- learn to boost personal development by doing more of what they do best
- acquire tools and experience that will help them apply their strengths to achieve greater productivity and engagement

COURSE DETAILS

Format

Half-day, instructor-led course

Gallup can combine this course with the CliftonStrengths Discovery: Strategies for Your Success course as a full-day offering.

Prerequisite

Complete the CliftonStrengths assessment.

Course Overview

- Your CliftonStrengths
- Putting a Name to Your Talents
- Claim Your Power and Edge
- Aim Your Talents at Excellence

Materials You'll Receive

- CliftonStrengths Discovery: Your Unique Strengths Workbook
- CliftonStrengths Resource Guide
- CliftonStrengths Discovery Cards Deck
- CliftonStrengths Quick Reference Card
- CliftonStrengths 34 Report
- Commitment Card

PROFESSIONAL CREDIT HOURS

Participants who successfully complete this course can earn professional credit hours from ICF (3.25 hours), HRCI (3.25 hours) and SHRM (3.25 hours).

Gallup Access Business Workplace Survey Subscription

The subscription includes Gallup's web-based Workplace survey platform. This subscription includes survey platform access with unlimited ad hoc Pulse capability through the term of the contract.

Project Support and Resources

- Gallup will provide one orientation for Client Administrators per year, planned for 1 hour.
- Standard set of Workplace resources and recommendations for communication included.

Platform Features

- Unlimited employee surveys for one year.
 - Q¹²® survey questions.
 - Additional Gallup-validated questions and indices.
- Web only.
- Field period determined by Client.
- Survey set-up, management, distribution of survey links, creating the reporting structure and reading results managed 100% by Client.
 - Additional survey liaison or consulting support can be purchased as needed.
 - Coding, synthesis, or analysis of open-ended survey items would require additional consulting time.
 - Reporting provided based on client set-up of variables.
 - Manager-level report viewing security.
- Reporting tools
 - Report Exports (ability to export report to pdf, PowerPoint, and Excel).
 - Heat Map (ability to compare results of multiple teams and variables).
 - Dynamic Recommendations (receive high and low-ranking question recommendations).
 - Advanced Data Tool (ability to analyze and cut data by multiple variables in real time).
 - Text Analytics (ability to get sentiment and topic analysis of open-ended responses).
 - Reporting Configuration (ability to customize reporting views for your organization).
- Unlimited manager access to learning and advice resources.
- Unlimited use of the action planning and team monitoring tools.
- Unlimited use of companion mobile app.
- For organizations less than 5,000 employees:
 - 5 System Administrator seats include the following functionality:
 - Ability to add and manage overall system users.
 - Ability to create and administer surveys.
 - Ability to manipulate survey data at the overall client level.
 - 5 Survey Creator seats (ability to create and administer surveys).
 - 5 Advanced Data User seats (ability to manipulate survey data at the overall client level).
- For organizations greater than or equal to 5,000 employees:
 - 50 System Administrator* seats as default that include the following functionality:
 - Ability to add and manage overall system users.
 - Ability to create and administer surveys.
 - Ability to manipulate survey data at the overall client level.

- 50 Survey Creator* seats as default (ability to create and administer surveys).
- 50 Advanced Data User* seats as default (ability to manipulate survey data at the overall client level).

*Additional System Administrator, Survey Creator, Advanced Data User seats can be added upon consultation with your Gallup partner.

- Unlimited standard system-level roles, includes the following roles:
 - Project Administrator (ability to edit and manage survey projects).
 - Manager/Delegate (ability to view and manage team reports, action plans and learning).
 - Individual (ability to view and manage action plans and learning).
- Technical (Help Desk) Support.
- English is the default language for survey questions and communications -- with the option to use other languages already programmed in Gallup Access. Gallup Access provides translations for multiple languages for standard survey text (Q¹²® survey questions and communications – invitation and reminder).
- Client will be responsible for survey translation of custom text areas. Custom text includes 1) survey title, 2) survey introduction text, 3) customized survey invitation, 4) customized survey reminder, 5) custom survey questions (not Gallup-validated questions and indices), and 6) reporting groups.
- Gallup Access provides machine-automated translations into English for languages identified and available through Amazon Web Services. This is available as part of the Text Analytics tool, included in data visualizations and exports. Raw responses are shown exactly as written in all standard reporting.

Optional

- Single Sign-On functionality: \$500

Gallup Access - CliftonStrengths Subscription

The subscription for Client includes Gallup's web-based CliftonStrengths platform. It includes CliftonStrengths results, resources, and reporting. CliftonStrengths assessments sold separately.

Project Support and Resources

- Gallup will provide one virtual orientation for Client Administrators per year, planned for 1 hour.
- Standard set of CliftonStrengths resources and recommendations for communication included.

Platform Features

- Access to CliftonStrengths results (Assessments sold separately)
 - Self-Administered migration of results from a Gallup Access Consumer account to a Gallup Access Client account at no additional cost.
 - Gallup-assisted migration of results from a Gallup Access Consumer account to a Gallup Access Client account for additional fee per migration request.
 - Gallup managed migration of previous results from Gallup Online at no additional cost. Note: This migration will move ALL previous results from Gallup Online to Gallup Access.
- Unlimited manager access to learning and advice resources.
- Unlimited use of the action planning tools.
- Unlimited use of companion mobile app.
- Unlimited use of code management and team management tools.
- Unlimited use of team CliftonStrengths reporting:
 - Team Grid
 - CliftonStrengths Domain
 - Theme Frequency
 - Search functionality
- Two Client Administrator seats (additional seats available for a fee) include the following roles:
 - Client User Administrator (ability to add and manage overall system users).
- Unlimited system-level roles, includes the following roles:
 - Code Administrator
 - Code Distributor
 - CliftonStrengths Manager
 - Team Administrator/Reader/Creator
 - Action User
- Technical (Help Desk) Support.
- English is the default language for assessments and communications -- with the option to use other languages already programmed in Gallup Access.
- Client will be responsible for translation of custom assessment invites.

Optional

- Single Sign-On functionality for an additional fee
- Standard CliftonStrengths API to the Gallup Access platform available for additional fee. This API either pushes or pulls CliftonStrengths themes (not reports) into Client site.

Year 1

CliftonStrengths Discovery: Your Unique Strengths - Half Day (Principals and Expanded Cabinet)

- Living your best life begins when you tap into your unique talents. Gallup's CliftonStrengths Discovery: Your Unique Strengths course provides insights that will change the way you work and will impact the rest of your life. You will learn how to identify what you do best and how to maximize your potential by using your CliftonStrengths. Gallup research proves that people succeed when they focus on what they do best. When they use their strengths, people are more productive, perform better and are more engaged. The challenge is that people often take their most powerful talents for granted, and many are not fully aware of them.

This half-day course is available in two instructor-led formats: • in-person course • virtual via Zoom

CliftonStrengths Discovery: Strategies for Your Success - Half Day (Principals and Expanded Cabinet)

- Understanding one's natural talents is just the beginning of the strengths discovery journey. Gallup's CliftonStrengths Discovery: Strategies for Your Success course builds on participants' foundational awareness of their strengths to help them identify ways to intentionally invest in their innate talents to apply in their work and life. Who Should Attend Being aware of your CliftonStrengths isn't enough. This program is for individuals who want to continue their strengths journey by learning how to focus on and invest in their dominant talents through integration into their daily activities. What You Can Expect During this course, participants will get new strategies to help them apply their talents to increase their effectiveness in their work and life. During this course, participants will: • learn to navigate and manage themes at the bottom of their strengths profile • develop an understanding of how their dominant CliftonStrengths themes work together • develop strategies to help them use their strongest CliftonStrengths to accomplish specific targets, goals and aspirations • think about how they can combine their talents with others' to achieve greater success

This half-day course is available in two instructor-led formats: • in-person course • virtual via Zoom

Creating an Engaging Workplace for Managers - Half Day (Principals)

- The Creating an Engaging Workplace Course for Managers incorporates findings from Gallup's extensive, ongoing research into how managers and teams build and maintain high levels of engagement. The course provides managers with insights into how they can increase productivity and success by working with a focus on engagement.

This is a half-day, instructor-led course.

EDUCATION Gallup Global Strengths Course

- Learn how to find human potential — and then switch it on. In the Gallup Global Strengths Coach course, you will learn how to coach people to know themselves better, form

stronger teams, excel in their career and perform better than ever before.

This course is offered on-site and for up to 19 participants.

Year 2

Building Accountability for Engagement Managers - Half Day (Principals and Expanded Cabinet)

- The culture that managers and their teams build is instrumental to their success. It either facilitates and supports their success or inhibits and undermines it. The half-day Building Accountability for Engagement Course for Managers incorporates findings from Gallup's extensive, ongoing research into how managers build and maintain high levels of engagement and performance by understanding their team's trending data and through frequent and meaningful conversations. This course introduces new concepts such as Gallup's Accountability Index scores, trending data and how to use coaching conversations to connect, align, direct, motivate and engage team members every day.

This is a half-day, instructor-led course.

Year 3

Developing Performance: Five Conversations that Drive Performance - Half Day

- Employees today demand more from their manager and company. They want meaningful work and managers who care for them as people by providing ongoing communication, clear work expectations, and opportunities to learn and grow. Yet, Gallup research shows that the vast majority — 74% — of employees receive feedback about their performance only once a year or less. During this half-day session, managers learn how to lead the five key conversations that drive performance of employees and teams. Gallup's coaching conversations provide managers with a framework for putting into practice the core principles of performance development, ensuring that they position both employees and teams to achieve their goals.

This is a half-day, virtual instructor-led course.

Years 1-3 Deliverables

CliftonStrengths for Teams (Years 1-3)

- Team members who know each other's strengths more effectively relate to one another, avoiding potential conflicts and increasing group cohesion. Strengths-based development immediately changes team conversations. It creates more positive dialogue and boosts the team's overall engagement and performance. People who use their strengths every day are six times more likely to be engaged on the job. Teams that focus on strengths every day have 12.5% greater productivity. Teams that receive strengths feedback have 8.9% greater profitability. This course provides team members with insights and practical tools they can use to build a strengths-based team.

This is a half-day, instructor-led course.

CliftonStrengths for Teams (Years 1-3)

- Team members who know each other's strengths more effectively relate to one another, avoiding potential conflicts and increasing group cohesion. Strengths-based development immediately changes team conversations. It creates more positive dialogue and boosts the team's overall engagement and performance. People who use their strengths every day are six times more likely to be engaged on the job. Teams that focus on strengths every day have 12.5% greater productivity. Teams that receive strengths feedback have 8.9% greater profitability. This course provides team members with insights and practical tools they can use to build a strengths-based team.

This is a half-day, instructor-led course.

Engagement Impact Planning

- These 1:1 strategic planning sessions with principal managers and a senior Gallup consultant will allow for individual local level school data to be reviewed and actionability and strategic planning for the principal manager to take place. The 1:1 sessions will support employee engagement through a strengths-based approach.

Years 1-3 Implementation for Employee Engagement

Communication Plan

- A Gallup expert will share Gallup's communication guide and best practices during a one-hour call, providing pre- and post-survey examples for leadership, with a final deliverable of customized invites and reminders.

Custom Timeline + Kickoff Call

- A custom timeline is created and shared with the client in a 1 hour call with a Gallup survey program implementation consultant.

Leadership Results Briefing Session

- During the Engagement Results Leadership Team Session, a Gallup consultant meets with the leadership team to discuss insights into the organization's Q12 engagement results and Gallup Student Poll results. The consultant helps executive team members focus on the importance of their leadership roles in creating a culture of engagement and identify their organization's key performance goals and next steps.

Member Engagement Impact Planning – 1:1 Strategic Discussions with Principal Managers

- In this one-hour telephone call, a Gallup expert will review your survey results and provide ideas, answers, and solutions to help develop and implement the best impact plan for your congregation.

Survey Build in Gallup Access

- Gallup will take the finalized list of questions from the client and build the survey in Gallup Access with the appropriate branching logic, scale values, database questions, etc. Gallup will program the standard text for invite and reminder emails (no customization), and Gallup will program the translations for the survey, if provided by the client. All of this will be sent through Gallup's Quality Assurance process to ensure accuracy.

Survey Field Period Implementation

- Gallup will launch the survey, send out reminders and close the survey on dates determined by the client.

User Roles & Results Rollout

- Gallup will configure the permissions (or roles) for multiple user groups for the client and release reporting results at an agreed upon schedule.

Respondent List Consulting

- Gallup will check, verify, and clean the Respondent File (Employee List) that is submitted by the client for their upcoming engagement survey. Gallup will ensure that all required fields are present and that the data within each is valid based on various criteria. Gallup will also load the Respondent File into Gallup Access once the file is cleaned and signed off on by both parties.

Questionnaire Design

- Gallup will complete a one to 30-min interview with the key client contact and one to 30-min interview with the executive champion to discuss key initiatives, goals, and objectives, with a final deliverable of a follow up call to walk through suggestions and provide recommended questionnaire design.

Gallup Access - CliftonStrengths Subscription

- Employee Strengths Portal Access:
 - Assessment
 - Standard Reporting
 - Advice & Learn
- Code management and team management
- Team Reporting:
 - Team Strengths Grid
 - Team Theme Ranking
 - Team Theme Frequency
- Search Functionality
- Technical (Help Desk) Support
- Self-installation (webinar)

Gallup Access – Workplace Survey Subscription (EDU)

- For 3800 employees.

Investment Summary

Year 1

Employee Engagement Survey and Implementation
Leadership Results Briefing
Gallup Student Poll Survey for Students
1:1 Discussions w Regional Supts
Creating an Engaging Workplace Half Day-Principals
Engaging Leader Workshop for Cabinet
Monthly Strategy Meetings
Keynote
CliftonStrengths Platform
Cabinet Full 34
Executive Coaching Call Series
Team Blend Session for Cabinet
CliftonStrengths Discovery Day for Principals and Expanded Cabinet
Gallup Global Strengths Coach Certification Cohort
CliftonStrengths Your Unique Strengths for Principals/ Expanded Cabinet
Strengths-Based Leadership Session for Cabinet

Year 1 Sub-total:

\$242,750.00

Year 2

Employee Engagement Survey and Implementation
Leadership Results Briefing
Gallup Student Poll Survey for Students
1:1 Discussions w Regional Supts
Building Accountability for Managers Workshop (Principals)
Principal One Pagers for Area Superintendents
Cabinet Engagement Session Workshop
Monthly Strategy Meetings
Keynote
CliftonStrengths Platform
Executive Coaching Call Series
2 Strengths Team Blend Sessions for Cabinet
CliftonStrengths Top 5 Codes for up to 3k Employees
Bi-Annual Certified Coach Cohort Workshop and Learning

Year 2 Sub-total:

\$207,538.00

Year 3

Employee Engagement Survey and Implementation
Leadership Results Briefing
Gallup Student Poll Survey for Students
1:1 Discussions w Area Supts/Principal Managers
Five Conversations that Drive Performance Workshop (Principals)
Principal One Pagers for Area Superintendents
Cabinet Engagement Session Workshop
Monthly Strategy Meetings
Keynote
CliftonStrengths Platform
Executive Coaching Call Series
2 Strengths Team Blend Sessions for Cabinet
Bi-Annual Certified Coach Cohort Workshop and Learning

Year 3 Sub-total:

\$170,238.00

Total Investment for all 3 Years: \$620,526.00

10% Discount for multi-year agreement (to be invoiced annually)

New total with multi-year partnership: \$558,473.40

Year 1- \$218,475.00

Year 2- \$186,784.20

Year 3- \$153,214.20

Terms and Conditions

The terms and pricing of this proposal are fixed for 60 days following the date of proposal submission. Gallup reserves the right to revisit the terms and pricing of this offer should more than 60 days pass before both parties sign a final contract.



July 11, 2022

Building a Culture of Strengths at Bibb County School District

Submitted to:

Dan Sims
Superintendent

Bibb County School District

484 Mulberry Street
Macon, GA, 31201
United States

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Submitted by:

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Scope of Services

This Scope of Services (the “Services”) is between Gallup, Inc. (“Gallup”) and Bibb County School District (“Client”) entered into on 7/11/2022 (“Effective Date”).

Modifications to the Services shall require a written Change Order. Such Change Order shall set forth in detail the changes, including, but not limited to, price and timeline adjustments required to modify the Services. Under no circumstances shall any Change Order be effective until executed by an authorized representative of each party.

This Scope of Services together with the General Business Terms attached hereto, constitutes the entire agreement between Gallup and Client and supersedes all other oral and written representations, understandings or agreements related to these Services.

Client Project Manager(S): Dan Sims . Gallup shall be responsible for reporting to Client Project Manager. Gallup will not make any changes to the Scope of Services without the written approval of Client Project Manager. Written approval may be in the form of email, fax or written Change Order.

Gallup Project Manager: Janet Gibbon. Client Project Manager shall make any request for changes to the Scope of Services to Gallup Project Manager. Gallup shall not be responsible for making any changes not directed to Gallup’s Project Manager.

Project Term

The project term will run for 1 year(s) from the date of contract execution or 7/11/2022, whichever is later and will automatically renew renew for years 2 and 3 with a written renewal confirmation via email within 30 days prior to the renewal date of the contract.

July 21, 2022 – Dec. 31, 2022	Term 1
Jan 1, 2023 – Dec. 31, 2023	Term 2
Jan 1, 2024 – Dec. 31, 2024	Term 3
Jan 1, 2025 – July 20, 2025	Term 4

Gallup has relied on information provided by Client in defining the Services and determining the pricing for such Services. Gallup will rely on this information as being accurate and complete. Any discrepancy in the information provided by Client may change the Scope of Services and/or the pricing. Gallup will notify Client upon discovering a discrepancy in the information provided by Client and inform Client of the impact on the Scope of Services, timeline and pricing of the Services.

Should Client suspend or delay services for more than 60 days that is not caused by a Force Majeure event, Gallup shall be entitled to receive a fee up to 10% of the annual contract price to compensate Gallup for underutilized resources that have been planned for Client’s work.

Project Deliverables:

Products:

Gallup Access - CliftonStrengths Subscription

- Employee Strengths Portal Access:
 - Assessment
 - Standard Reporting
 - Advice & Learn
- Code management and team management
- Team Reporting:
 - Team Strengths Grid
 - Team Theme Ranking
 - Team Theme Frequency
- Search Functionality
- Technical (Help Desk) Support
- Self-installation (webinar)

Gallup Access - CliftonStrengths Subscription

The subscription for Client includes Gallup's web-based CliftonStrengths platform. It includes CliftonStrengths results, resources, and reporting. CliftonStrengths assessments sold separately.

Project Support and Resources

- Gallup will provide one virtual orientation for Client Administrators per year, planned for 1 hour.
- Standard set of CliftonStrengths resources and recommendations for communication included.

Platform Features

- Access to CliftonStrengths results (Assessments sold separately)
 - Self-Administered migration of results from a Gallup Access Consumer account to a Gallup Access Client account at no additional cost.
 - Gallup-assisted migration of results from a Gallup Access Consumer account to a Gallup Access Client account for additional fee per migration request.
 - Gallup managed migration of previous results from Gallup Online at no additional cost. Note: This migration will move ALL previous results from Gallup Online to Gallup Access.
- Unlimited manager access to learning and advice resources.
- Unlimited use of the action planning tools.
- Unlimited use of companion mobile app.
- Unlimited use of code management and team management tools.
- Unlimited use of team CliftonStrengths reporting:
 - Team Grid
 - CliftonStrengths Domain
 - Theme Frequency
 - Search functionality
- Two Client Administrator seats (additional seats available for a fee) include the following roles:
 - Client User Administrator (ability to add and manage overall system users).
- Unlimited system-level roles, includes the following roles:
 - Code Administrator
 - Code Distributor
 - CliftonStrengths Manager
 - Team Administrator/Reader/Creator
 - Action User
- Technical (Help Desk) Support.
- English is the default language for assessments and communications -- with the option to use other languages already programmed in Gallup Access.
- Client will be responsible for translation of custom assessment invites.

Optional

- Single Sign-On functionality for an additional fee
- Standard CliftonStrengths API to the Gallup Access platform available for additional fee. This API either pushes or pulls CliftonStrengths themes (not reports) into Client site.

Year 1

CliftonStrengths Discovery: Your Unique Strengths - Half Day (Principals and Expanded Cabinet)

- Living your best life begins when you tap into your unique talents. Gallup's CliftonStrengths Discovery: Your Unique Strengths course provides insights that will change the way you work and will impact the rest of your life. You will learn how to identify what you do best and how to maximize your potential by using your CliftonStrengths. Gallup research proves that people succeed when they focus on what they do best. When they use their strengths, people are more productive, perform better and are more engaged. The challenge is that people often take their most powerful talents for granted, and many are not fully aware of them.

This half-day course is available in two instructor-led formats: • in-person course • virtual via Zoom

CliftonStrengths Discovery: Strategies for Your Success - Half Day (Principals and Expanded Cabinet)

- Understanding one's natural talents is just the beginning of the strengths discovery journey. Gallup's CliftonStrengths Discovery: Strategies for Your Success course builds on participants' foundational awareness of their strengths to help them identify ways to intentionally invest in their innate talents to apply in their work and life. Who Should Attend Being aware of your CliftonStrengths isn't enough. This program is for individuals who want to continue their strengths journey by learning how to focus on and invest in their dominant talents through integration into their daily activities. What You Can Expect During this course, participants will get new strategies to help them apply their talents to increase their effectiveness in their work and life. During this course, participants will: • learn to navigate and manage themes at the bottom of their strengths profile • develop an understanding of how their dominant CliftonStrengths themes work together • develop strategies to help them use their strongest CliftonStrengths to accomplish specific targets, goals and aspirations • think about how they can combine their talents with others' to achieve greater success

This half-day course is available in two instructor-led formats: • in-person course • virtual via Zoom

Creating an Engaging Workplace for Managers - Half Day (Principals)

- The Creating an Engaging Workplace Course for Managers incorporates findings from Gallup's extensive, ongoing research into how managers and teams build and maintain high levels of engagement. The course provides managers with insights into how they can increase productivity and success by working with a focus on engagement.

This is a half-day, instructor-led course.

EDUCATION Gallup Global Strengths Course

- Learn how to find human potential — and then switch it on. In the Gallup Global Strengths Coach course, you will learn how to coach people to know themselves better, form

stronger teams, excel in their career and perform better than ever before.

This course is offered on-site and for up to 19 participants.

Year 2

Building Accountability for Engagement Managers - Half Day (Principals and Expanded Cabinet)

- The culture that managers and their teams build is instrumental to their success. It either facilitates and supports their success or inhibits and undermines it. The half-day Building Accountability for Engagement Course for Managers incorporates findings from Gallup's extensive, ongoing research into how managers build and maintain high levels of engagement and performance by understanding their team's trending data and through frequent and meaningful conversations. This course introduces new concepts such as Gallup's Accountability Index scores, trending data and how to use coaching conversations to connect, align, direct, motivate and engage team members every day.

This is a half-day, instructor-led course.

Year 3

Developing Performance: Five Conversations that Drive Performance - Half Day

- Employees today demand more from their manager and company. They want meaningful work and managers who care for them as people by providing ongoing communication, clear work expectations, and opportunities to learn and grow. Yet, Gallup research shows that the vast majority — 74% — of employees receive feedback about their performance only once a year or less. During this half-day session, managers learn how to lead the five key conversations that drive performance of employees and teams. Gallup's coaching conversations provide managers with a framework for putting into practice the core principles of performance development, ensuring that they position both employees and teams to achieve their goals.

This is a half-day, virtual instructor-led course.

Years 1-3 Deliverables

CliftonStrengths for Teams (Years 1-3)

- Team members who know each other's strengths more effectively relate to one another, avoiding potential conflicts and increasing group cohesion. Strengths-based development immediately changes team conversations. It creates more positive dialogue and boosts the team's overall engagement and performance. People who use their strengths every day are six times more likely to be engaged on the job. Teams that focus on strengths every day have 12.5% greater productivity. Teams that receive strengths feedback have 8.9% greater profitability. This course provides team members with insights and practical tools they can use to build a strengths-based team.

This is a half-day, instructor-led course.

CliftonStrengths for Teams (Years 1-3)

- Team members who know each other's strengths more effectively relate to one another, avoiding potential conflicts and increasing group cohesion. Strengths-based development immediately changes team conversations. It creates more positive dialogue and boosts the team's overall engagement and performance. People who use their strengths every day are six times more likely to be engaged on the job. Teams that focus on strengths every day have 12.5% greater productivity. Teams that receive strengths feedback have 8.9% greater profitability. This course provides team members with insights and practical tools they can use to build a strengths-based team.

This is a half-day, instructor-led course.

Engagement Impact Planning

- These 1:1 strategic planning sessions with principal managers and a senior Gallup consultant will allow for individual local level school data to be reviewed and actionability and strategic planning for the principal manager to take place. The 1:1 sessions will support employee engagement through a strengths-based approach.

Years 1-3 Implementation for Employee Engagement

Communication Plan

- A Gallup expert will share Gallup's communication guide and best practices during a one-hour call, providing pre- and post-survey examples for leadership, with a final deliverable of customized invites and reminders.

Custom Timeline + Kickoff Call

- A custom timeline is created and shared with the client in a 1 hour call with a Gallup survey program implementation consultant.

Leadership Results Briefing Session

- During the Engagement Results Leadership Team Session, a Gallup consultant meets with the leadership team to discuss insights into the organization's Q12 engagement results and Gallup Student Poll results. The consultant helps executive team members focus on the importance of their leadership roles in creating a culture of engagement and identify their organization's key performance goals and next steps.

Member Engagement Impact Planning – 1:1 Strategic Discussions with Principal Managers

- In this one-hour telephone call, a Gallup expert will review your survey results and provide ideas, answers, and solutions to help develop and implement the best impact plan for your congregation.

Survey Build in Gallup Access

- Gallup will take the finalized list of questions from the client and build the survey in Gallup Access with the appropriate branching logic, scale values, database questions, etc. Gallup

will program the standard text for invite and reminder emails (no customization), and Gallup will program the translations for the survey, if provided by the client. All of this will be sent through Gallup's Quality Assurance process to ensure accuracy.

Survey Field Period Implementation

- Gallup will launch the survey, send out reminders and close the survey on dates determined by the client.

User Roles & Results Rollout

- Gallup will configure the permissions (or roles) for multiple user groups for the client and release reporting results at an agreed upon schedule.

Respondent List Consulting

- Gallup will check, verify, and clean the Respondent File (Employee List) that is submitted by the client for their upcoming engagement survey. Gallup will ensure that all required fields are present and that the data within each is valid based on various criteria. Gallup will also load the Respondent File into Gallup Access once the file is cleaned and signed off on by both parties.

Questionnaire Design

- Gallup will complete a one to 30-min interview with the key client contact and one to 30-min interview with the executive champion to discuss key initiatives, goals, and objectives, with a final deliverable of a follow up call to walk through suggestions and provide recommended questionnaire design.

Gallup Access - CliftonStrengths Subscription

- Employee Strengths Portal Access:
 - Assessment
 - Standard Reporting
 - Advice & Learn
- Code management and team management
- Team Reporting:
 - Team Strengths Grid
 - Team Theme Ranking
 - Team Theme Frequency
- Search Functionality
- Technical (Help Desk) Support
- Self-installation (webinar)

Gallup Access – Workplace Survey Subscription (EDU)

- For 3800 employees.

Investment Summary

Year 1

- Employee Engagement Survey and Implementation
- Leadership Results Briefing
- Gallup Student Poll Survey for Students
- 1:1 Discussions w Regional Supts
- Creating an Engaging Workplace Half Day-Principals
- Engaging Leader Workshop for Cabinet
- Monthly Strategy Meetings
- Keynote
- CliftonStrengths Platform
- Cabinet Full 34
- Executive Coaching Call Series
- Team Blend Session for Cabinet
- CliftonStrengths Discovery Day for Principals and Expanded Cabinet
- Gallup Global Strengths Coach Certification Cohort
- CliftonStrengths Your Unique Strengths for Principals/ Expanded Cabinet
- Strengths-Based Leadership Session for Cabinet

Year 1 Sub-total:

\$242,750.00

Year 2

- Employee Engagement Survey and Implementation
- Leadership Results Briefing
- Gallup Student Poll Survey for Students
- 1:1 Discussions w Regional Supts
- Building Accountability for Managers Workshop (Principals)
- Principal One Pagers for Area Superintendents
- Cabinet Engagement Session Workshop
- Monthly Strategy Meetings
- Keynote
- CliftonStrengths Platform
- Executive Coaching Call Series
- 2 Strengths Team Blend Sessions for Cabinet
- CliftonStrengths Top 5 Codes for up to 3k Employees
- Bi-Annual Certified Coach Cohort Workshop and Learning

Year 2 Sub-total:

\$207,538.00

Year 3

Employee Engagement Survey and Implementation
Leadership Results Briefing
Gallup Student Poll Survey for Students
1:1 Discussions w Area Supts/Principal Managers
Five Conversations that Drive Performance Workshop (Principals)
Principal One Pagers for Area Superintendents
Cabinet Engagement Session Workshop
Monthly Strategy Meetings
Keynote
CliftonStrengths Platform
Executive Coaching Call Series
2 Strengths Team Blend Sessions for Cabinet
Bi-Annual Certified Coach Cohort Workshop and Learning

Year 3 Sub-total:

\$170,238.00

Project Billing Schedule:

\$242,750.00 for year 1 will be invoiced upon signature

\$207,538.00 for year 2 will be invoiced on July 21, 2023

\$170,238.00 for year 3 will be invoiced on July 21, 2024

Additional Clauses:

Gallup Access Subscriptions:

The Service Fee for the Gallup Access Platform is based on a pre-paid annual subscription and no refunds will be given for cancellations of partial years.

Gallup monitors unique and individual email addresses of employees. As such, there will be a pro-rated charge per employee should the sample size exceed the contracted number of employees for the organization.

Strengths Purchases:

You may not copy or republish Content from the website or Strengths Coaching Kit materials, except for those items included on the Strengths Coaching Kit portable media device (DVD or USB flash drive). In the event of any permitted copying, redistribution or publication of copyrighted material, no changes in or deletion of author attribution, trademark legend or copyright notice shall be made.

The individual who participated in the Clifton StrengthsFinder or BP10 assessment owns his or her results, regardless of whether the individual purchased the Access Code or the Access Code was purchased for his or her benefit. Only this individual can give permission to share his or her results. If an employer, coach, consultant, or other individual or entity (collectively, the "Purchaser") purchases Clifton StrengthsFinder or BP10 access for an individual, the Purchaser may be granted access to the results, but the individual will still own the results, and the Purchaser may not share the individual results without prior consent from the individual.

Publication of Data:

Research data associated with the consulting services performed by Gallup is not for public dissemination outside of Client's organization including but not limited to press releases and paid advertising. Both Client and Gallup have a responsibility to ensure that any published research findings are not misleading. Client shall consult with Gallup prior to sharing any research findings with any third party. Any release approved by Gallup shall include sufficient technical information necessary to assess the validity of the published findings which may include the following: the exact question wording, dates of interview, interviewing method, sample size, definition of the survey population, and size of sampling error.

Respondent Confidentiality:

Respondent-identifying information, without the express consent of respondents, is not part of the deliverables under this Scope of Services and does not constitute a "work made for hire". Gallup will not provide respondent level data with any demographic data appended to protect the confidentiality of participating respondents. To avoid non-compliance with local privacy laws, Gallup will not provide Client any taped surveys without informing the respondent and obtaining express consent that the recordings will be shared with Client.

Gallup, Inc.

BY: *Janet Gibbon*

Name: Janet Gibbon

Date: July 13, 2022

Bibb County School District on behalf of itself and its subsidiaries and/or affiliates

BY:

Name:

Date:



1. PAYMENT OF INVOICES.

1.1 Client shall pay Gallup the fees specified in the Scope of Services in accordance with the payment schedule.

1.2 Client shall further pay all pre-approved expenses including reasonable out-of pocket expenses of Gallup's personnel associated with client-approved postage, freight, respondent incentives, and travel (including transportation, lodging and meals).

1.3 Payment shall be due upon receipt of the invoice. If Client objects to all or any portion of any invoice, Client shall notify Gallup of its objection within fifteen (15) days from the date of Client's receipt of the invoice, give reasons for the objection, and pay only that portion of the invoice not in dispute. Balances not in dispute and unpaid in excess of 30 days shall bear interest at a rate of 8% per annum. In the event that Client is delinquent in payment of any undisputed invoice beyond 45 days, Gallup may, at its option, withhold deliverables or suspend any and all services until the account is made current.

1.4 Client shall be responsible for all Sales, Use, VAT or similar taxes imposed on the services.

2. CONFIDENTIALITY.

2.1 Each party has made and will continue to make available to the other party information that is not generally known to the public and at the time of disclosure is identified as, or would reasonably be understood by the receiving party to be, proprietary or confidential ("Confidential Information"). Confidential Information may be disclosed in oral, written, visual, electronic or other form. Confidential Information shall include all business plans, strategies, forecasts, projects, analyses, financial information, business processes, methods and models, all organizational information, system architecture, software, graphics, computer programs, design ideas, concepts, flow charts, diagrams, progress reports, methods research and any other personal or intellectual property relating to either party, its respective parent or subsidiaries and Personal Data. "Personal Data" shall mean any information related to any identified or identifiable natural or legal person, such as Client's employees, customers, partners or any other third party (including such third parties' employees) and any other additional data deemed as personal data under the applicable personal data protection laws, which are made available to Gallup for processing them on behalf of Client pursuant to this Agreement and all Statements of Work issued pursuant to said Agreement. Confidential Information as defined herein shall not include: (a) information in the public domain at the time of its communication; (b) information, which enters the public domain, through no fault of the receiving party, subsequent to the time of its communication to the receiving party; (c) information which is obtained in good faith by either party from a third party, provided such third party is not bound by a confidentiality agreement with Gallup or Client, as applicable; or (d) information independently developed by employees or agents of a party without access to the Confidential Information of the other party.

2.2 The receiving party shall, except as otherwise provided below (i) not use or reproduce the Confidential Information for any purpose other than as required to perform in connection with the applicable Scope of Services; (ii) protect the confidentiality of the Confidential Information with the same degree of care as receiving party uses for its own similar information, but in no event less than reasonable care; or (iii) not disclose the Confidential Information to any third party, without the prior written approval of the disclosing party. Notwithstanding the foregoing, the receiving party may disclose Confidential Information to the extent such information is required to be disclosed by law, including a subpoena, or to respond to a regulatory request; provided the receiving party promptly notifies the disclosing party in writing of such intention prior to any disclosure to allow the disclosing party to seek a protective order or similar relief in the disclosing party's sole

and absolute discretion. Each party shall immediately advise its employees and others to whom the Confidential Information is disclosed of their obligations under this Agreement and shall take reasonable steps to ensure that the Confidential Information is securely maintained by its employees and agents.

2.3 Neither party shall disclose any terms or conditions of this Agreement without the prior written consent of the other party, except as required by applicable law; provided however, that either party may disclose the terms or conditions of this Agreement to a third party under an obligation of confidentiality to such party in connection with customary financial reporting, a proposed sale, merger, acquisition, change in control, consolidation, or other similar transaction.

2.4 Upon termination or expiration of this Agreement, Confidential Information shall be returned to the disclosing party or destroyed. Electronic copies of or containing Confidential Information that are automatically generated through data backup and/or archiving systems and which are not readily accessible to the receiving party's business personnel shall not be deemed to violate this Agreement, so long as such electronic copies are not disclosed or used in violation of this Agreement. Notwithstanding the foregoing, nothing in this Agreement shall prohibit the receiving party's legal department or counsel from retaining one (1) copy, including any electronic copy, of any of the Confidential Information as necessary to comply with regulatory recordkeeping requirements applicable to disclosing party.

2.5 Gallup agrees to the following as it relates to Personal Data:

2.5.1 To prevent unauthorized use, dissemination or publication of the Personal Data, and implement any technical and organizational measures to protect Personal Data which are required by the applicable law.

2.5.2 To implement appropriate technical and organizational measures to protect Personal Data against (i) accidental or unlawful destruction or loss, (ii) unauthorized disclosure or access, in particular where processing involves the transmission of Personal Data over a network, (iii) alteration, and (iv) all other unlawful forms of processing.

2.5.3 To inform Client promptly in writing if it becomes aware of any unauthorized use or disclosure of Personal Data by itself or others.

2.5.4 When collecting, using, storing, transferring and otherwise processing Personal Data, Gallup shall adhere to all applicable export and personal data laws, regulations and rules.

2.6 Client agrees to the following as it relates to Personal Data which is made available to Gallup pursuant to this Agreement and all Statements of Work issued pursuant to said Agreement:

2.6.1 To ensure that such Personal Data is collected and processed by Client and transferred to Gallup in accordance with applicable Data Protection laws, regulations and rules.

2.6.2 Prior to the transfer of such Personal Data to Gallup, to inform the respective data subjects of the processing of their Personal Data pursuant to this Agreement and their rights in accordance with applicable Data Protection laws, regulations and rules.

2.7 Gallup agrees that it will comply with the Family Education Rights and Privacy Act. (20 U.S.C. § 1232g)

3. REPRESENTATIONS AND WARRANTIES.

3.1 The parties represent and warrant that: (a) each has the full power and authority to enter into this Agreement; (b) this Agreement is duly authorized by all necessary action and has been duly executed and delivered; and (c) neither party has entered into any agreement with any other entity that contains restrictive

provisions regarding confidentiality and/or non-competition that may impair their ability to perform their specific obligations under the terms of this Agreement.

3.2 Gallup represents and warrants that it or its personnel will perform the Services: (a) in a good, timely, efficient, professional and workmanlike manner; (b) with at least the same degree of accuracy, quality, efficiency, completeness, timeliness and responsiveness as are equal to the accepted industry standards applicable to the performance of the same or similar services; and (c) using personnel who are fully familiar with the technology processes, procedures and equipment to be used to deliver the Services.

3.3 Gallup is the lawful owner or licensee of all programs and materials used by it in the performance of the Services contemplated hereunder that have not been provided by Client; such programs and materials have been lawfully developed or acquired by Gallup and Gallup has the right to permit Client access to or use of such programs and materials. Gallup represents and warrants that none of the Services or deliverables provided under this Agreement will infringe on any patent, copyright, trademark, trade secret or other intellectual property right of any third party and agrees to defend and to indemnify and hold harmless Client, its parent, subsidiaries, affiliates, employees and representatives, for all costs and expenses associated with the defense or settlement of any claim that the Services infringe a patent, copyright, trademark, trade secret or other intellectual property right and shall pay any judgments or settlements based thereon.

3.4 In connection with the performance of services set forth in an applicable Scope of Services, Gallup shall comply, and shall cause Gallup's employees and consultants/subcontractors to comply, with all statutes, regulations, ordinances, judgments, permits and other governmental rules or restrictions, whether domestic or foreign, applicable to Gallup's execution of this Agreement.

3.5 EXCEPT AS SET FORTH IN THIS AGREEMENT OR IN ANY SCOPE OF SERVICES, NEITHER PARTY MAKES ANY OTHER REPRESENTATIONS AND WARRANTIES, INCLUDING THE IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE.

4. TERM AND TERMINATION.

4.1 Term. The "Starting Term" of this Agreement will begin on July 21, 2022 (the "Starting Date") and will end on December 31, 2022. This Agreement will automatically renew for two successive calendar year terms (the "Renewal Terms"), and a final term (the "Ending Term") beginning on January 1, 2025 and ending on July 21, 2025 (the "Ending Date"), unless Client notifies Gallup of Nonappropriation prior to the end of the calendar year as provided herein. As required by Official Code of Georgia Annotated § 20-2-506, this Agreement will terminate absolutely and without further obligation on the part of the Client at the close of the calendar year in which it was executed and at the close of each succeeding calendar year for which it may be renewed, but will be automatically renewed for each subsequent calendar year during the term, unless the Client gives a Nonrenewal Notice on or prior to December 15 or there occurs an Event of Nonappropriation or an Event of Default and Gallup terminates the Contract. The "Agreement Term" is the period from the Starting Date to the Ending Date, subject to the expiration or termination of this Agreement. 4.1.1 "Event of Nonappropriation" means the nonrenewal of this Agreement by the Client, determined by (i) the Client's failure to appropriate for each Fiscal Year, by July 1 of such year, moneys sufficient to pay the fees due for the ensuing fiscal year, (ii) or Gallup's receipt of a Nonrenewal Notice. "Nonrenewal Notice" means a notice delivered to Gallup pursuant to this 12 paragraph evidencing the Client's intention not to renew this Agreement for the subsequent Renewal Term or Ending Term. 4.1.2 "Event of Default" mean that a party shall have the right to terminate or cancel this Agreement, or to pursue any appropriate legal remedy, in the event the other party fails to perform any of the services, duties or obligations under this Agreement and does not cure or remedy such default within thirty (30) days of receipt of written notice specifying the default(s) complained of and the date of intended termination.

Term Schedule will be as follows:

July 21, 2022 – Dec. 31, 2022	Term 1
Jan 1, 2023 – Dec. 31, 2023	Term 2
Jan 1, 2024 – Dec. 31, 2024	Term 3
Jan 1, 2025 – July 20, 2025	Term 4

4.2 Either party may terminate this Scope of Services if the other party breaches any material obligation set forth herein or in the Scope of Services, which breach is incapable of cure or which, being capable of cure, has not been cured within thirty (30) days after receipt of written notice of such breach from the non-breaching party, or within such additional cure period as the non-breaching party may authorize in writing.

4.3 Either party may immediately terminate this Agreement or the Scope of Services by written notice to the other party if the other party becomes insolvent, makes a general assignment for the benefit of creditors, files a voluntary petition of bankruptcy, suffers or permits the appointment of a receiver for the its business or assets, or becomes subject to any proceeding under any bankruptcy or insolvency law, whether domestic or foreign, or has wound up or liquidated, voluntarily or otherwise. If any of the above events occurs, the affected party shall promptly notify the other party of its occurrence.

4.4 Client or Gallup may terminate this Agreement or any applicable Scope of Services without cause upon 60 days written notice. Notwithstanding any other terms and conditions of this Agreement, should Client cancel this Agreement without cause prior to completion of services, Gallup shall be entitled to the payment of fees for services completed prior to termination of this Agreement and 25% of the remaining balance of fees associated with contracted work yet to be performed. For example, if the contract is for a period of three years and Client terminates this agreement after Year 1, Client shall owe 25% of the remaining contract price for Years 2 and 3 in addition to any outstanding invoices for work completed prior to termination.

5. INTELLECTUAL PROPERTY RIGHTS.

5.1 Gallup Intellectual Property means any instructional materials, software programs, diagrams, copyrighted assessments or surveys and anything else that Gallup uses or distributes to Client in connection with this Agreement or an applicable Scope of Services that has been developed prior to or independent of this Agreement by Gallup (“Gallup Property”). Gallup Property is not considered work product or a “work for hire” under the terms of this Agreement.

5.2 For any Gallup Property used, incorporated into, required for use of, or provided with any Services provided to Client hereunder, Gallup hereby grants Client a worldwide, non-exclusive, nontransferable license to use Gallup Property as incorporated into or provided with the applicable Services within Client’s organization. Client may not make, have made, sell, offer for sale, execute, reproduce, display, perform, distribute externally to any third party copies of, or prepare derivative works of Gallup Property without the written permission of Gallup.

5.3 All products, reports, documents, compilations of data and other materials produced or developed by Gallup under a Scope of Services which are either: (a) created using the funds, expertise, facilities, personnel, time, material or proprietary information of Client; or (b) are derivatives of any Client proprietary information shall be the sole property of Client. These materials do not include any Gallup Property or derivatives thereof. Gallup agrees to assist Client, or its designee, at Client’s expense, in every proper way to secure Client’s rights in the materials.

6. GOVERNING LAW; DISPUTE RESOLUTION.

6.1 This Agreement shall be construed and interpreted according to the laws of the State of Georgia without regard to the conflicts of law principles in Georgia.

6.2 In the event of any dispute, claim, question, or disagreement arising from or relating to this Agreement or the breach thereof, the parties hereto shall use their best efforts to settle the dispute, claim, question, or disagreement. To this effect, the parties shall consult and negotiate with each other in good faith and, recognizing their mutual interests, attempt to reach a just and equitable solution satisfactory to both parties.

7. RELATIONSHIP OF PARTIES.

7.1 Gallup will act solely as an independent contractor rendering professional services.

7.2 Gallup will function as a non-exclusive consultant to Client. Client acknowledges that, during the term of this Agreement and thereafter, Gallup will offer, undertake, and continue to provide Consulting Services for organizations other than Client. In no event shall Gallup be relieved of its obligation to protect Confidential Information.

8. NOTICES.

Any notice or other communication required or permitted to be made or given by either party pursuant to this Agreement shall be in writing delivered to the individual whose name appears on the signature block of the Scope of Services.

9. LIMITATION OF DAMAGES.

Neither party shall be liable to the other party for any indirect, incidental, consequential, exemplary, punitive or special damages, including lost profits, regardless of the form of the action or theory of recovery, even if that party has been advised of the possibility of those damages.

10. USE OF NAME, TRADEMARKS OR LOGOS.

Neither party shall originate any publicity, news release, or other announcement, written or oral, whether to the public press, the trade, any of the other party's customers, suppliers or otherwise, relating to this Agreement or any Scope of Services, or to the existence of an arrangement between the parties without the prior written approval of the other party. Without limiting the foregoing, neither party shall use any names, trademarks or logos of the other party without the prior written consent of such party.

11. SEVERABILITY.

The provisions of this Agreement shall be deemed severable, and the unenforceability of any one or more provisions shall not affect the enforceability of any other provisions. In addition, if any provision of this Agreement, for any reason, is declared to be unenforceable, the parties shall substitute an enforceable provision that, to the maximum extent possible and in accordance with applicable law, preserves the original intentions and economic positions of the parties.

12. CONFLICT OF TERMS.

If a term in a Scope of Services or Addendum conflicts with a term in this Agreement, the provisions of this Agreement will prevail unless the Scope of Services or Addendum specifically states that the conflicting term will prevail.

13. WAIVER.

No failure or delay by either party in exercising any right, power or remedy shall operate as a waiver of such right, power or remedy, and no waiver shall be effective unless it is in writing and signed by the waiving party. If either party waives any right, power or remedy, such waiver shall not waive any successive or other right, power or remedy the party may have under this Agreement.

14. ASSIGNMENT.

Neither party may assign any rights in nor delegate any obligations under this Agreement or any portion thereof without the written consent of the other. Any such attempt to transfer will be deemed null and void.

15. FORCE MAJEURE.

Neither party shall be liable for any losses arising out of the delay or interruption of its performance of its obligations under this Agreement due to any act of God, war, terrorism, civil disturbance, court order or natural disaster, or any other cause beyond the reasonable control of the affected party.

16. SURVIVAL.

Sections 2, 3, and 5 shall survive the termination or expiration of this Agreement.