



THE TAMBELLINI GROUP
TRUSTED MARKET INSIGHTS

Essential Guide: Social Enterprise Software for Higher Education

Developed for Executives and Leaders in Higher Education and Includes
Functional, Digital, and Business Requirements Checklists

2014

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Executive Summary

Most higher education institutions struggle with aging and ineffective SIS style student portals as students leverage social media with mobile technology as their primary method to obtain and access information that engages them. With flat or shrinking IT organizations, and more demands on those resources, institutions struggle to keep antiquated portal content changing at the same rate that social media sites provide. Students no longer gather around technology such as portals, but desire 'flipped technology' whereby technology gathers around them in a fluid and instantaneous manner. Students are beginning to demand that technology walk, talk, travel, and flow with their busy schedules. The days of open enrollment and managing student access to online registration systems with limited logins are behind leading institutions.

Replacing or transforming existing SIS style portals will require an innovative strategy; and if done right, the solutions will not resemble the portals of the past. Technology by itself is no longer the excitement that it once was. Innovative uses of the way students communicate and engage has become the energy that institutions now require. Simply put, innovation has the ability to create energy and student engagement, while technology has become the vehicle in which innovation rides.

The portals of the last decade were constructed as web-based add-ons to the current SIS, ERP, and LMS systems to revive the antiqued code and in particular the transactional aspect of systems. With the advent of the digital learning commons concept, open access education system, and social learning environments the 'lipstick' that portals provide have lost their gloss. The addition of 'mobile technologies' onto the aging systems is very short sighted. The fear of being left behind with old systems and a slightly newer portal has many IT and educational leaders wondering where their investment should be placed over the next two years. For lack of

better terms, the higher education technology industry has left leaders guessing, or at best looking through a kaleidoscope of various parts and pieces.

Visionary leaders do not prefer using a kaleidoscope for 'future-casting', whereby all the small bits and pieces of technology miraculously align. Rather they look for a clear and singular vision on how all technologies seamlessly work in a social mediated environment. Leading institutions understand that the key to success includes real-time and fluid 'engagement' with prospective students, students, faculty, staff, alumni and all constituents. Mobile, social, private, secure, and easy to configure and support are among the many mandatory requirements for the engaged campus. The engaged campus will combine a new style of 'enterprise' that includes fluid delivery of social, document management, document collaboration, publishing, badging/credentialing, self-navigation, and self-service functions to help ensure that institutional goals are achieved. These social mediated deliverables will be 100% integrated while delivered through socialized and mobilized technologies.

Access, integration, ease of use, and institution control are some of the key drivers for selecting a vended solution for social business software for higher education enterprise engagement. While the goals of the institutions may be clear, the vendor landscape seems crowded and confusing. What is critical for leaders is to know how to properly synchronize all components so that the outcome is still a manageable enterprise wide solution – with students fully engaged via the mobile and social enterprise within the 'Enterprise'.

The concept of **Mash-up Technology base** is a negative spin on what great leaders would design. It also advocates for a hodge-podge of designed technologies for lack of planning and design. The truth is that the students are coming on Campus with a form of their own enterprise through mobile and social technologies. It is imperative that leaders help design this new enterprise either within the current enterprise or a replacement thereof. A short and meaningful analogy of the transformation of higher education is available from the 2012 IMS Global Conference -- '[Next Generation Platforms](#)'.

This essential guide is presented to provide executives with critical insight about the functional, digital, and business requirements for an engaged enterprising campus. The 2014 U.S. Social

Enterprise Software for Higher Education Market Trends and Analysis will provide a more in-depth review of solutions and current trends in higher education.

Essential Considerations

Dr. William Graves article '[Social progress requires not an evolution in education, but a revolution to synchronize educating and learning](#)' is the first consideration when considering a vendor. Dr. Graves quickly addresses that there is a need to synchronize education and learning revolutions to advance social progress. This being said, there is unquestionable proof that the Social Mediated solutions have provided numerous revolutions in every industry, with the exception of education. The need to investigate, plan, and strategize careful revolutions with social mediated software is imperative.

The balance of these revolutions will need to take into careful account that higher education has taken more than twenty years to implement enterprise ERP/SIS, and LMS systems. This clearly indicates the following considerations:

1. The social mediated solutions by vendors must consider an 'Enterprise' approach to any type of revolution.
2. Education has a wealth of highly educated and motivated leaders among the industry. This indicates that careful planning with incremental cycles of revolutions-of-change toward a fully social mediated enterprise system, higher education will far surpass the changes in other industry.
3. Thought leadership in conjunction with policy makers will be critical. An example is a new Meta API idea developed by thought leaders at Oral Roberts University and Lone Star College System called the Education Records Transport Layer. This solution was recognized by the White House Office of Science and Technology as a means to provide a proven revolution around academic records access.

"The White House Office of Science and Technology and Department of Education continues to challenge the public to get creative to solve some of the most difficult decisions in education. We appreciate the creative submissions by thought leaders at universities like Oral Roberts University and Lone Star College System at the national level. It will be thought leaders like these that continue to help solve the student success issues for future generation."

~ Nick Sinai, United States Deputy
Chief Technology Officer at the White
House

4. Educational leaders must listen to the words, advice and input from both students and data. It is great that big data and analytics can illuminate information and trends, but what if students can confirm what the data says? This is exactly what Lone Star College System did on a National Student Survey (led by students) and a power video called 'Let the Students and Data Speak.' This initiative won the 2012 U.S. Department of Education Start-up award by students, and the 2013 Campus Technology Innovation of the Year Award for Student Systems.

The need to carefully plan and synchronize educating and learning revolutions in order to advance social progress within education warrants an ever-increasing awareness of how to select vendors. Michael Saylor's (CEO of MicroStrategy) book the 'The Mobile Wave' clearly invokes revolution with mobile and social technologies; however, education should lead by example with incremental and planned cycles of revolution.

Vendor Considerations

Considerations are easily grouped into the following categories:

Company Culture

Organizations are largely influenced by corporate culture. Interactions with everyone from sales to customer support, implementation and product management will be positive or negative because of the culture of the company. It is important to understand enough about the company that you are considering to ensure that there is a match between the culture of your institution and that of the vendor.

Commitment/understanding of Higher Education

Higher education is struggling with the national crisis of educational costs, student success, and completion. Institutions have heard the promises that more technology can address key challenges and improve outcomes. However, some believe they are being forced to reconsider a former 'build-it-ourselves' model, as they are fearful that vendors no longer

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relate to their real issues and challenges. There has even been skepticism over the associations of education whose sponsorship are comprised of technology vendors.

The vendors of choice in the 21st century will be the ones that demonstrate an understanding of the comprehensive nature of the issues and challenges facing education. The vendors must be willing to guide thought leadership and admit that 'technology' by itself is not the game-changer. During the years that education has flourished and benefitted from technology, the vendors would easily ascribe to a belief system that their products were behind this success. Now that there is a reversal of success in many areas, the same vendors must help take ownership that the systems and technology are no longer keeping current; and in some cases even the reason that the demands and needs of students are not being met.

When considering enterprise social business software for higher education, leaders are wise to consider the vendors demonstrated commitment to and understanding of higher education.

the issues and challenges facing education.”

Does the vendor know how to work with the institution and your constituents? Is the product developed to support the requirements of higher education? How are higher education requirements prioritized in the overall product development calendar? Is higher education a company focus or is it a sales focus? Large, public companies generally assign higher education to geographic sales. This may explain why many successful higher education technology solutions are delivered by privately held companies. Private companies may have the focus and understanding required to meet the needs of higher education.

Functionality (high level list)

- Configurable User Profile with Optional Fields
- User Profile with Options for User to Control who Sees Profile Information
- Options to Synchronize User Profiles with Other Systems
- Ability to Import Users to System
- Single Sign On
- Public Groups
- Private Groups
- Premium/Paid Groups
- Unlimited Options for Subgroups
- Ability to Set User Permissions by Role in Each Group
- Ability to Brand Each Group with Different Header/Colors/Layout
- Language File Control
- Blogs Optional for Each Group
- Forums Optional for Each Group
- Wiki Optional for Each Group
- Activity Streams
- User Controlled Options for Communications
- Digests/Notifications
- Chat
- Find and Connect with Other Members
- Advanced and Simple WYSIWYG Editors
- Options for Social Log In

- Options for Social Sharing
- Polls
- Ability to Embed Any Media Type
- Voting
- Leader Boards
- Gamification
- Badging/Credentialing
- Group Calendar
- Individual Calendar
- Synchronize Calendar to iCal or Outlook
- Configurable (versus customizable)
- Open API's that are Published
- Ability to Create e-mail Campaigns, Set Mail Groups
- Configurable Functionality for Each Group and Sub-Group
- Options to Moderate Posts within Groups
- Options to Apply Warning Words
- Configurable Compliance Options for Adding Words/Phrases that are Not Allowed
- Optional Integration with Google Analytics
- Reports and Statistics for Site and by Group and Sub-Group
- Simple and Advanced Search Capabilities
- Document/File Management by Group
- RSS Integration
- Mobile
- Support for All Popular Browsers

Cost

The cost for enterprise social software/business social software can range from pricing based on per user per month to pricing based on the number of pages served each month. Several vendors such as Jive, and Salesforce.com offer per user per month pricing. Jive offers options for pricing based on pages served and Salesforce.com offers higher education pricing including 10 free user licenses. Enterprise Hive offers pricing based on the number of faculty and staff and students are free.

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Vendor fees are generally paid on a subscription basis and annually in advance. The model for most firms is to provide Software-as-a-Service. This includes the cost of hardware, software upgrades, maintenance, help desk support and limited bandwidth and storage.

Fees for training, set-up and specific custom deliverables and consulting are usually invoiced as separate fees. Consulting rates for project management, training and custom deliverables for enterprise projects including gamification range from \$165.00 an hour to over \$350.00 per hour depending on the firm selected.

Support and Implementation

Critical success factors for higher education may include the type and amount of support available from the vendor. Is the vendor available to assist with configuration and training? Is the institution expected to work with third party firms for services? Is the vendor directly

engaged with higher education customers after the sale? How? What options are available for engaging with the vendor?

Product Architecture / Openness/ APIs

Numerous vendors with solutions from single-sign-on to social media to Facebook look-a-likes are all claiming a new solution that will solve the interoperability issues of systems. However, the leaders in this field know that there is no silver bullet for the massive interoperability and integration issues being faced. A new framework of systems must be considered to collectively orchestrate the art of building a social mediated enterprise within a transactional enterprise.

It is critical to note that every serious vendor in the educational space has delivered hundreds of APIs for the past 10 years. However, the APIs by themselves do not add up to a new framework or enterprise solution. The APIs are band aids that create a form of transferring data between systems. This approach works against building an open enterprise and architecture that would replace the hundreds of APIs that must be maintained.

Creativity and innovation seeks to find a solution that synchronizes all data within a framework for success. Creativity and innovation also admits that what used to be the enterprise is no longer the enterprise. Even though a transactional systems or systems of record are still required, the ability to synchronize data with the fuller enterprise of social media, mobile technology, wearables, and traveling data is a must.

Institutions are focused on creating environments for engagement and improved outcomes. Each institution will have requirements that are specific to the institution, the existing application infrastructure and the technology vision.

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When selecting a vended solution, questions such as the availability and type of APIs should be considered. Is the vendor open to a two-way exchange of data with existing applications? How will your constituents use the solution and have single-sign-on?

More than likely, the solution will be a combination of applications that are enabled by web services. With limited resources, institutions should focus on finding solutions which are functionally rich and on working with vendors that will become partners in innovation.

Perceived Risk

Two years ago a higher education leader could ignore the reality of a digital or social mediated learning and communications environment. However, this reality can no longer be ignored. Higher education must address and plan for 'Where do we go from here' as it continually adjusts to technology and innovation demands that are accelerated by its primary audience: students. Ineffective communications with constituents and poor user experiences with systems, ultimately creates an inefficient environment for delivering outcomes. Thousands of institutions are at a strategic and innovation crossroads relating to systems of record including their SIS and LMS. The decisional risk taking at this crossroads includes:

- How long will the current SIS/ERP system of record be supported?
 - How long will the solution(s) your institution is using/considering be available from the current supplier?
 - How many changes or transformations can your institution afford?
 - Which 1-2 transformations can your institution afford not to take?
 - Are students really knowledgeable enough to determine what digital or social mediated technology platforms are best for their own success?
 - What architecture is truly going to allow full inter-operability with proven
- Many vended solutions for higher education are provided by companies that are owned or controlled by private equity firms. How might ownership affect your institution?

standards?

- Which innovations will allow your

institution to make a leap of faith and

avoid a 'crash-and-burn' mindset?

As you will concur, these are simple, yet major decisions that are critical. Whether you are a CIO, a President, Provost, or CFO these risks all have varying consequences. However, three things are clear:

1

Doing nothing and staying on the same course while believing the current ERP/SIS/LMS systems will be around forever is unwise.

2

Students and employers are the real consumers of education, learning, and training; and therefore their input is critical.

3

Engaging with students, faculty, staff and constituents has always been important, but the modes and expectations have changed.

There is an urgent need for thought leadership outside of the technology vendors for higher education. Going forward, collaboration, partnerships, and though leadership will be the key to minimizing the known risks.

Summary

The 2014 Global CIO Survey by Harvey Nash conveys that the number one challenge for CIO's is around the area of digital strategy. In fact 72% of CIOs feel they are not spending enough time innovating.

Education may be slow to change, but the educational crisis in the U.S. and abroad is forcing us to become creative and innovative. Technology, larger systems, and big data stand little chance to improve the success of students. In fact, all logic and trends show that the more technology that gets added to a campus, the worse it becomes. Looking back over the last 15 years, student success is not increased proportionate to the amount of technology sold in to higher education.

It behooves every leader to take a serious look at what the future of integrating a digital learning environment looks like for their institutions, students, and constituents. We must move well beyond the MOOCs, flipping classrooms, mobile technologies and provide a seamless environment for success. In essence we need to accomplish what Amazon did by providing one comprehensive shopping site that looks seamless to the consumer, but actually includes 100s if not 1,000s of inter-connected microsystems of power behind each link. In essence, the Amazon's of the world have constructively deconstructed the massive ERP or ecommerce systems from a user's perspective.

If education were to constructively deconstruct the student experience from a technology perspective, what would it look like? We believe it would be far removed from everyone thinking (or knowing) that they are logging into a SIS, Portal or LMS system. Ideally, the context of each of these systems would be intuitively laid across a digital learning environment that allows the students to be engaged in learning vs. technology.

CIO's and executives are challenged to decide if the add-ons in the area of mobile or web should be added to the LMS system, SIS, system, ePortfolio systems or be started from scratch. No matter what choice is made, it must be decided with the reality that students success be embraced in a manner that moves with digital innovation vs. just technology. Students desire to navigate through the landscape of both education and career planning if given the right applications through social and mobile technology. Dr. Bill Graves and the authors of this Guide all recognize that the future is about personalizing education and data analytics through mobile and social enterprise system. The 2013 EDUCAUSE article called "[Turning Personal Analytics through the Education and Career Positioning System](#)" is a great overview of the direction that students desire.

Innovation at a digital, social, and open manner is what separates the digital leaders from just technologists. A recent article by the Huffington Post entitled "Strategic Higher Education CIOs Invest In Technology to Improve Student Success,' points to the case that strategic leaders invest in technology to ensure student success.

Institutions will have many options to consider as technology continues to evolve at a pace that is often faster than institution budgets and resources can accommodate. Innovators and visionary leaders are already evolving to use technology to support enterprise engagement to reach institutional goals.

Authors

Vicki Tambellini is the President and CEO of The Tambellini Group and Enterprise Hive

She has over 30 years of experience in executive management, consulting, business operations, and technology leadership in higher education, and in the commercial sector. Her distinguished career includes creating the Education Institution Technology Profile Database™, the world's most comprehensive catalog of education technology selections by institutions.

Enterprise Hive delivers award-winning solutions to help improve communications, collaboration and outcomes for institutions.

Prior to becoming an entrepreneur, Ms. Tambellini was VP and GM of PeopleSoft's higher education business unit from 1995-1999. Under her direction, the higher education business unit grew to more than 500 million in revenue and 400 plus customers in four years. Ms. Tambellini also held

management positions with Oracle from 1990 to 1995. For her commitment to education, Ms. Tambellini was awarded an honorary, lifetime, Platinum Learning! Professional Certification by the Elearning! Institute in December 2012. The award was given in recognition of the portfolio of achievements and contributions to the field of learning, as well as for continued commitment to evolve and shape the industry.

Ms. Tambellini received a B.S. in Business from Virginia Commonwealth University.

Michael Mathews is the Chief Information Officer at Oral Roberts University

Michael L. Mathews (Mike), CIO at Oral Roberts University has over 24-years of experience as a senior-level IT executive bringing creative solutions that value the end-users of technology and business process management. These solutions have benefited the end-users of higher education, manufacturing, and high technology company products. Mike has held positions as a chief

information officer, general manager of CIOs, chief strategist for innovation, business development officer, trainer, teacher, and vice president of academic services for leading corporations and higher education. Mike has been a CIO within higher education for over 12 years.

Mike has a deep and rich work history including 12-years at Cray Research as an instructor and global training manager; as well as 10-years at SunGard Higher Education where he served as chief information officer, and vice president of academic services. In 2012-2013 Mike led a major national initiative that earned him two invitations to the White House, speaker at national educational conferences, and a national summit on U.S. academic policy as part of his innovation in education. The innovation called the Educational and Career Positioning System is under U.S. Patent, and has won two national education awards in 2012/13, including the 2013 Innovator of the Year by Campus Technology. The innovation has been published by EDUCAUSE (August, 2013) as a leading disruptive technology for U.S. and global education.

Shah S. Ardalan - President, LSC-University Park

Mr. Shah Ardalan is the first president of Lone Star College-University Park. Prior to becoming president in September 2012, he had served as vice chancellor and Chief Information Officer (CIO) of Lone Star College System and CEO of LSC-University Park. Shah has over 20 years of experience in educational and executive roles within the best and the largest community college and university systems in the United States.

Shah started his higher education career as an instructor in 1989 and advanced to research associate, director of business development, special assistant to president, associate vice president, vice president, and chief information officer. He joined Lone Star College System as the vice chancellor and CIO in 2008. In his various roles, Shah set many national benchmarks and standards for process and educational improvements and became a sought after speaker at national educational conferences such as League of Innovation, EDUCAUSE, IMS, and American Association of Community Colleges. In 2011 alone, Mr. Ardalan was named a Top Innovator in American Education by the Center for Digital Education, and was the recipient of The Carl

Nelson Administrative Leadership Award, by the Texas Association of Community Colleges.

Through Shah's reputation, leadership, and visionary accomplishments, he and his teams have been featured in over 80 national and international publications including the Chronicle of Higher Education, Campus Technology, Community College Weekly, and University Business.

Shah's comprehensive and proven academic and management track-record made him the perfect candidate to lead an exciting new chapter in the history of Lone Star College System: building a world-class innovative campus for the 21st century. This new chapter includes the design of an eco-system that emphasizes excellence through innovation in the following key areas: education delivery, student services, workforce development, industry partnerships, and community enrichment. In addition to a fully accredited college, this large (1.2 million sf on 71 acres) campus is home to Corporate College, a full-service conference center, four universities, a charter school, and first-class commercial leasing space. This unique corporate-look-college-feel College of the 21st Century enrolls over 6,000 students and has already won the 2012 National Student Innovative Business

Start-up Challenge.

Shah earned a Master's degree in Electrical Engineering from North Carolina A&T State University and a Bachelor's degree in Physics from the University of North Carolina at Greensboro, NC. He also holds academic diplomas and certificates from the University of Lausanne (Switzerland) and Harvard University.

Trent Grundmeyer, Associate professor, Drake University

Trent was named Secondary Principal of the Year in 2013 by SAI. He was also awarded the 2007 Character Counts! Administrator of the Year by the School Administrators of Iowa Leadership Partnership Committee.

His research interests range from technology adoption, teaching and learning and education reform to school safety and school leadership.

His teaching experience spans across topics like Leadership and the Profession, Applications of School Law, Mandates, and Policies; Policy, Influence and Legal Issues as well as Supervising Instruction.

Trent Grundmeyer holds a BA from Visita University, a Master's Degree from Drake University and a PhD from Iowa State Univ.

Organizations

About The Tambellini Group, LLC.

The Tambellini Group (TTG) is the world's leading research and advisory firm for higher education executives. TTG delivers detailed quantitative and qualitative technology research, insight and analysis specifically for education. TTG enables informed decisions based on data. Executive level skills and services include: strategic advice for executives, market research, contract negotiations with administrative systems technology vendors and service providers, and published thought leadership on business and technology issues. TTG specializes in the education technology sector.

The Tambellini Group is headquartered in Irvington, Virginia, and provides the world's largest and most complete database on the software, hardware, SaaS, and services selected by education institutions and schools. Clients include institutions, organizations and

businesses seeking a deeper understanding of market trends and issues based on verifiable data.

About Oral Roberts University

Oral Roberts University, based in Tulsa Oklahoma is a comprehensive university dedicated to student outcomes. ORU offers more than 60 undergraduate majors, as well as 13 master's-level programs and two doctoral degrees. Faculty members educated at the nation's top graduate schools serve as academic, professional and spiritual mentors to students.

ORU continues to redefine what it means to be a leading Christian university by embracing a globalized format at home and abroad. The Tulsa campus is home to students from all 50 U.S. states and more than 70 nations. ORU and its students also deliver the Whole Person distinctive to all inhabited regions through distance learning, study abroad, educational

partnerships, missions and outreach work, all anchored in a Christian worldview.

Founded to educate the whole person - mind, body and spirit - Oral Roberts University promises a thorough education in the context of a vibrant Christ-centered community. ORU is a place for advancing knowledge, pursuing intellectual discovery and building life-long friendships in a vibrant campus community.

Oral Roberts University uses the Ellucian Banner system, D2L, Chalk & Wire, and numerous other enterprise software to meet the needs of students, faculty, and staff.

About Lone Star

Lone Star College System, the largest institution of higher education in the Houston area, is nationally recognized, globally connected and locally focused. Known for its innovative and visionary thinking, Lone Star College System is the fastest-growing community college in the nation and a major contributor to the local and regional economy. SCS offers associate degrees and certification in many areas of study at a fraction of the cost of a four-year university like UT. Through its progressive partnerships with many four-year

universities, LSCS also offers seamless opportunities to obtain bachelor's and master's degrees at one of its two University Centers.

Throughout its 40 year history, Lone Star College has been steadfast in its commitment to student success and credential completion. Currently leading the charge to improve completion rates, LSCS is one of the only colleges in the nation to establish a formal Office of Completion and is the managing partner of Texas Completes, the statewide initiative that brings together five Texas college systems to advance deep student success reform.

The vision of LSC-University Park is two-fold: to serve as a two-year accredited college and a conduit for innovative partnerships between education, business and industry, and the community. Whether you seek a degree, skill refresher, or training certification, LSC-University Park is ready to meet your needs. Our exceptional faculty have the academic credentials, business savvy, and student-centered focus to engage students' critical and creative thinking through interactive teaching and learning.

About Drake University

Drake University is recognized as one of the finest institutions of higher learning in the Midwest. A midsized, private university in [Des Moines, Iowa](#), we offer the benefits and resources of a larger institution along with the advantages of intimate class sizes and close personal relationships. Under the guidance of an [experienced leadership team](#), we provide an exceptional learning environment that prepares students for meaningful personal lives, professional accomplishments, and responsible global citizenship. We do this by fostering collaborative learning among students, faculty, and staff and by integrating the liberal arts and sciences with professional preparation.

Drake enrolls more than 3,300 undergraduates and 1,700 graduate students from 40 states and more than 40 countries. These students choose from more than [70 majors, minors, and concentrations](#) and [20 graduate degrees](#) offered through [six colleges and schools](#). In addition, we offer a range of [continuing education](#) programs serving working professionals, community members, and area businesses.

The University sponsors an active program of [research and outreach](#). Influential [centers and institutes](#) range from The Constitutional Law Center to The National Rehabilitation Institute, and the investigations of individual faculty span an equally broad spectrum.

Notes:



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