VALDOSTA STATE UNIVERSITY
CAMPUS OVERVIEW & WELCOME
for the SACS Reaffirmation Committee

President Patrick J. Schloss
April 6, 2010
Welcome to the SACS Reaffirmation Committee
Valdosta State University is a premier residential university, characterized by outstanding instruction, a wide range of student life opportunities, and a close connection to the community.
About VSU

- A Master’s I level regional university
- Located in south Georgia with a service region of 41 counties
- Fall 2009 enrollment: 12,391
  - 10,328 Undergraduate; 2,063 Graduate
  - 8% increase - largest one-year increase in 16 years
## Total Headcount Enrollment

**Georgia Public Universities, Fall 2009**

<table>
<thead>
<tr>
<th>Institution</th>
<th>Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>U of Georgia</td>
<td>34,885</td>
</tr>
<tr>
<td>Georgia State U</td>
<td>30,427</td>
</tr>
<tr>
<td>Georgia Perimeter College</td>
<td>24,549</td>
</tr>
<tr>
<td>Kennesaw State U</td>
<td>22,389</td>
</tr>
<tr>
<td>Georgia Institute of Technology</td>
<td>20,293</td>
</tr>
<tr>
<td>Georgia Southern U</td>
<td>19,086</td>
</tr>
<tr>
<td>Valdosta State U</td>
<td><strong>12,391</strong></td>
</tr>
<tr>
<td>U of West Georgia</td>
<td>11,500</td>
</tr>
<tr>
<td>Gainesville State College</td>
<td>8,801</td>
</tr>
<tr>
<td>Columbus State U</td>
<td>8,178</td>
</tr>
<tr>
<td>Armstrong Atlantic State U</td>
<td>7,538</td>
</tr>
<tr>
<td>Augusta State U</td>
<td>7,061</td>
</tr>
<tr>
<td>Georgia College &amp; State U</td>
<td>6,633</td>
</tr>
<tr>
<td>Macon State College</td>
<td>6,615</td>
</tr>
<tr>
<td>Clayton State U</td>
<td>6,587</td>
</tr>
<tr>
<td>Darton College</td>
<td>5,854</td>
</tr>
<tr>
<td>Dalton State College</td>
<td>5,722</td>
</tr>
<tr>
<td>North Georgia College &amp; State U</td>
<td>5,652</td>
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</table>

<table>
<thead>
<tr>
<th>Institution</th>
<th>Enrollment</th>
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<tbody>
<tr>
<td>Georgia Highlands College</td>
<td>5,219</td>
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<tr>
<td>Southern Polytechnic State U</td>
<td>5,183</td>
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<td>Gordon College</td>
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<td>Albany State U</td>
<td>4,473</td>
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<td>Savannah State U</td>
<td>3,820</td>
</tr>
<tr>
<td>Middle Georgia College</td>
<td>3,614</td>
</tr>
<tr>
<td>Bainbridge College</td>
<td>3,558</td>
</tr>
<tr>
<td>Fort Valley State U</td>
<td>3,553</td>
</tr>
<tr>
<td>Abraham Baldwin Agricultural College</td>
<td>3,327</td>
</tr>
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<td>College of Coastal Georgia</td>
<td>3,080</td>
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<tr>
<td>Medical College of Georgia</td>
<td>2,990</td>
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<td>Georgia Gwinnett College</td>
<td>2,947</td>
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<td>Georgia Southwestern State U</td>
<td>2,903</td>
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<td>East Georgia College</td>
<td>2,754</td>
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<tr>
<td>Atlanta Metropolitan College</td>
<td>2,688</td>
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<tr>
<td>South Georgia College</td>
<td>2,000</td>
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<tr>
<td>Waycross College</td>
<td>1,077</td>
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Enrollment Growth at VSU

ENROLLMENT FALL 2000 THROUGH FALL 2009

Total Enrollment Headcount

<table>
<thead>
<tr>
<th>Year</th>
<th>Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2000</td>
<td>8,792</td>
</tr>
<tr>
<td>Fall 2001</td>
<td>9,230</td>
</tr>
<tr>
<td>Fall 2002</td>
<td>9,900</td>
</tr>
<tr>
<td>Fall 2003</td>
<td>10,547</td>
</tr>
<tr>
<td>Fall 2004</td>
<td>10,400</td>
</tr>
<tr>
<td>Fall 2005</td>
<td>10,503</td>
</tr>
<tr>
<td>Fall 2006</td>
<td>10,888</td>
</tr>
<tr>
<td>Fall 2007</td>
<td>11,280</td>
</tr>
<tr>
<td>Fall 2008</td>
<td>11,490</td>
</tr>
<tr>
<td>Fall 2009</td>
<td>12,391</td>
</tr>
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</table>
VSU is an Increasingly Popular Choice among High School Graduates

- In Fall 2009, approximately 50% of VSU’s incoming freshmen were from the metro Atlanta region; therefore, they are attending college four hours away from home.

- Over the past 10 years, our enrollment has grown 41% from 8,792 to 12,391.
  - Undergraduate enrollment has increased 38%.
  - Graduate enrollment has increased 58%.
  - Enrollment includes nearly 20 high school valedictorians/salutatorians.
VSU Attracts Students Throughout the State of Georgia

International Enrollment: 286
Out of State Enrollment: 685
Freshman Retention & Graduation Rates

- Retention – All Freshmen: 72%

- Retention – Freshmen by Ethnicity:
  - African American: 73%
  - White: 70%

- Six-year Graduation Rate: 40%

- Six-year Graduation Rate by Ethnicity:
  - African American: 40%
  - White: 44%
Six-Year Graduation Rates

SIX-YEAR GRADUATION RATES OF SELECTED GEORGIA UNIVERSITIES

- Georgia Southern U: 55.8% (Institution Specific), 45.4% (USG System-wide)
- Valdosta State U: 51.2% (Institution Specific), 39.6% (USG System-wide)
- Kennesaw State U: 42.5% (Institution Specific), 35.5% (USG System-wide)
- U of West Georgia: 41.6% (Institution Specific), 32.0% (USG System-wide)
- Columbus State U: 34.6% (Institution Specific), 28.7% (USG System-wide)
Six-Year Graduation Rates by Ethnicity at Georgia Public Universities

- Asian or Pacific Islander: 62% USG, 58% VSU
- Black, Non-Hispanic Origin: 39% USG, 40% VSU
- Hispanic: 50% USG, 48% VSU
- Multi-racial: 45% USG, 23% VSU
- White, Non-Hispanic Origin: 55% USG, 44% VSU
Graduate Enrollment & Availability of Assistantships

<table>
<thead>
<tr>
<th>Year</th>
<th>Fall 2001</th>
<th>Fall 2002</th>
<th>Fall 2003</th>
<th>Fall 2004</th>
<th>Fall 2005</th>
<th>Fall 2006</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
<th>Fall 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate Enrollment</td>
<td>80</td>
<td>92</td>
<td>55</td>
<td>64</td>
<td>100</td>
<td>140</td>
<td>159</td>
<td>159</td>
<td>231</td>
</tr>
<tr>
<td>Graduate Assistants</td>
<td>1,299</td>
<td>1,541</td>
<td>1,746</td>
<td>1,387</td>
<td>1,410</td>
<td>1,399</td>
<td>1,552</td>
<td>1,782</td>
<td>2,063</td>
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VSU is a University Making a Major Transition

- Evolution of VSU
  - Women’s Teacher College
  - Comprehensive undergraduate college
  - Comprehensive Master’s university
  - University with wide array of undergraduate and graduate programs, including a limited number of doctoral programs

- Nature of Professoriate with Faculty and Student Relationships
  - Increasing faculty and student engagement in discipline-based inquiry
Academic Programs Have Grown in Scope and Quality

- 2 Doctoral Degrees:
  - Doctor of Education (Ed.D.):
    - Adult & Career Education, Curriculum & Instruction, Leadership
  - Doctor of Public Administration (D.P.A.)
- 12 Master’s Degrees offered in 35 major program areas
- Education Specialist Degree offered in 9 program areas
- 10 Bachelor’s Degrees offered in 55 program areas
- Implementing first online undergraduate programs in Criminal Justice (Spring 2011) and Office & Administrative Technology (Fall 2010)
Emerging Outreach to Cultivate Friends & Gifts

- The Division of University Advancement has embarked on an aggressive plan of emerging outreach in order to cultivate relationships with and generate gifts from the university’s friends and alumni. These activities include:
  - Regional Alumni and Recruiting Events
  - Annual Giving
  - Naming Opportunities
  - Events, Celebrations, and Traditions
Emerging Outreach to Cultivate Friends & Gifts

Regional Alumni and Recruiting Events

- Held in conjunction with the Office of Admissions, the **V-State Experience Tour** has been held in the cities of Tifton, Moultrie, Thomasville, Douglas, Waycross, Macon, Atlanta, Brunswick, Savannah, Homerville, and Columbus.

- VSU alumni and entering freshmen from selected geographic areas are invited to interact with each other, as well as the president, alumni representatives, admissions representatives, faculty, and coaches to share the Valdosta State experience.
Emerging Outreach to Cultivate Friends & Gifts

Annual Giving

- A new focus on annual giving is anchored by a brand new on-campus call center.
- VSU students are employed to make calls to alumni and friends to solicit funds for the Annual Fund Campaign.
  - The university invested $47,000 to equip and furnish the call center with 11 calling stations.
  - In the training period from October through November nearly $75,000 in gifts and pledges were received.
Emerging Outreach to Cultivate Friends & Gifts

Naming Opportunities

- A series of naming opportunities has recently been celebrated to mark extraordinary philanthropic support of VSU. Since August of 2008, the following gift namings have been celebrated at VSU:
  - Jerry and Kay Jennett Hall
  - First Federal Savings of Valdosta Plaza
  - Sodexo Ballroom
  - Chris and Tammy Wilmot Computer Lab
  - Leona Hudson Chair in the Valdosta Symphony Orchestra
  - First America Drugs Atrium
Emerging Outreach to Cultivate Friends & Gifts

Events, Celebrations, and Traditions

- The Blazin’ Hot Night Gala Dinner and Auction is in its second year.
- The President’s Medallion has been established as the single highest award presented at the university level.
- The Society of the Red and Black has been established to honor VSU alumni who graduated fifty years ago or more.
- The Holiday Madrigal Dinner will feature the talent of VSU students and faculty and all proceeds from the event will help support the VSU College of the Arts.
- The Society of International Students International Dinner has been greatly expanded for 2010.
- VSU’s MLK Commemoration and Celebration will feature a nationally-known personality who raises the social awareness of the nation.
VSU is an Extremely Efficient Steward of Public Funds
General Revenue Funding is Limited

<table>
<thead>
<tr>
<th>Institution Name</th>
<th>Credit Hours</th>
<th>Total General Funds</th>
<th>General Funds/ Credit Hours</th>
</tr>
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<tbody>
<tr>
<td>Medical College of Georgia</td>
<td>65,188</td>
<td>$182,277,115</td>
<td>$2,796</td>
</tr>
<tr>
<td>Georgia Institute of Technology</td>
<td>273,148</td>
<td>$456,588,466</td>
<td>$1,672</td>
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<tr>
<td>U of Georgia</td>
<td>441,810</td>
<td>$610,083,631</td>
<td>$1,381</td>
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<tr>
<td>Georgia State U</td>
<td>339,225</td>
<td>$363,274,377</td>
<td>$1,071</td>
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<tr>
<td>Fort Valley State U</td>
<td>41,248</td>
<td>$32,503,720</td>
<td>$788</td>
</tr>
<tr>
<td>Georgia College &amp; State U</td>
<td>82,279</td>
<td>$61,510,478</td>
<td>$748</td>
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<tr>
<td>Southern Polytechnic State U</td>
<td>55,526</td>
<td>$40,607,058</td>
<td>$731</td>
</tr>
<tr>
<td>Clayton State U</td>
<td>64,844</td>
<td>$45,517,929</td>
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<tr>
<td>Albany State U</td>
<td>51,810</td>
<td>$36,116,819</td>
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<td>Columbus State U</td>
<td>87,415</td>
<td>$60,894,031</td>
<td>$697</td>
</tr>
<tr>
<td>Savannah State U</td>
<td>45,896</td>
<td>$31,913,279</td>
<td>$695</td>
</tr>
<tr>
<td>Armstrong Atlantic State U</td>
<td>77,127</td>
<td>$53,277,915</td>
<td>$691</td>
</tr>
<tr>
<td>Georgia Southwestern State U</td>
<td>31,378</td>
<td>$21,319,348</td>
<td>$679</td>
</tr>
<tr>
<td>U of West Georgia</td>
<td>131,290</td>
<td>$87,208,494</td>
<td>$664</td>
</tr>
<tr>
<td>Georgia Southern U</td>
<td>223,417</td>
<td>$147,608,243</td>
<td>$661</td>
</tr>
<tr>
<td>Augusta State U</td>
<td>72,625</td>
<td>$47,752,242</td>
<td>$658</td>
</tr>
<tr>
<td>Kennesaw State U</td>
<td>248,697</td>
<td>$162,335,317</td>
<td>$653</td>
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<tr>
<td>North Georgia College &amp; State U</td>
<td>65,347</td>
<td>$42,629,236</td>
<td>$652</td>
</tr>
<tr>
<td>Valdosta State U</td>
<td>140,402</td>
<td>$90,896,541</td>
<td>$647</td>
</tr>
</tbody>
</table>

Note: The latest available data were used (Fall 2008).
Major Facility Construction & Renovation

- Athletic Field (in progress)
- Jennett Hall (in progress)
- Langdale Hall (in progress)
- Nevins Hall (in progress)
- Psychology Building (in progress)
- Student Union (2010)
- Athletic Field House (2009)
- Georgia Hall (2009)
- Reade Hall (2009)
- Student Health (2009)
- Parking decks (2008)
- Hopper Hall (2008)
- Palms Dining (2006)
- Softball Field House and Field (2006)
- Patterson Hall (2006)
- Centennial Hall (2005)
- Lowndes Hall (2005)
- Student Recreation Center (2002)
- Bailey Science Center (2001)
VSU’s Strategic Planning & Budgeting

- We have developed a comprehensive and integrated strategic planning and budgeting process.
- We began Strategic Focus in Fall 2009, an active strategic planning component of the budget process.
- We revised the budgeting process to link it more closely to planning and aligning resources to those closest to the university’s mission.
VSU’s Strategic Plan Guides our Actions

Valdosta State University

“Five Goals, Five Years”
2006-2011
Major Goals

- **Enrollment & Retention**: Intentionally grow undergraduate and graduate enrollment (to 12,000 over the next 5 years) through additional new students and increase retention and graduation rates of existing students.

- **Diversity**: Actively promote acceptance, inclusion, appreciation, and respect for human similarities and differences.

- **Academic Programs**: Develop programs in health-related professions; while continuing to offer, identify, and develop programs built on clearly defined learning outcomes and mastery for achievement which prepare students to be responsible, thoughtful, and productive citizens.
Major Goals

- **Faculty & Staff Development**: Employ, develop, and retain premier faculty with special expertise in student engagement scholarship and staff with special expertise in engaging students through enriching the environment of student support services.
- **Financial Support**: Establish the infrastructure to increase sponsored research and private gifts.
- **Resource Management**: Develop and manage human, fiscal, physical, and technological resources effectively, efficiently, and ethically to support the university’s mission.
What is Strategic Focus?

• The strategic planning activity, referred to as “Strategic Focus,” literally defines those enhancements to academic life at VSU that have the potential to grow VSU into a premier residential university with a national reputation.

• Vehicle that enables action of strategic planning by aligning resources to goals and which is sensitive to daily changes in the environment.
Standards for Advancing VSU Were Developed Through Town Hall Meetings and Are Congruent with the Strategic Plan

- Enrollment & Recruitment of Students
- Retention & Graduation of Students
- Scholarship/Research
- Financial Solvency Resources
Strategic Focus Process

Call for Standards

Proposers Are Awarded Funding and Budgets Are Created

Call for Proposals

PBC Makes Final Funding Decision

Development of Proposals by Faculty and Staff

SRA Compiles Results and Presents to PBC

Dept. Heads, Deans/VPs Review Proposals

PBC Voting Members Review and Vote on Proposals

Presentation of Proposals to PBC

Proposers Are Awarded Funding and Budgets Are Created
Strategic Focus

• Fiscal Year 2010
  • 19 proposals funded totaling $1.6 million

• Fiscal Year 2011
  • 29 proposals forwarded to the Planning & Budget Council for consideration (voting on April 30)
VSU as an Emerging Regional University with a Special Focus on Faculty and Student Engagement
VSU’s SACS Leadership Team

- The role of this group is to guide institutional accreditation efforts, provide guidance to the QEP, and oversee QEP implementation.

<table>
<thead>
<tr>
<th>Title</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Dr. Patrick J. Schloss</td>
</tr>
<tr>
<td>Interim Provost and Vice President for Academic Affairs</td>
<td>Dr. Philip L. Gunter</td>
</tr>
<tr>
<td>Interim Vice President for Finance and Administration</td>
<td>Ms. Traycee F. Martin</td>
</tr>
<tr>
<td>Interim Vice President for Student Affairs</td>
<td>Mr. Russell F. Mast</td>
</tr>
<tr>
<td>Vice President for University Advancement</td>
<td>Mr. John D. Crawford</td>
</tr>
<tr>
<td>SACS Liaison and Assistant to the President for Strategic Research and Analysis</td>
<td>Dr. Kristina M. Cragg</td>
</tr>
<tr>
<td>Director of Information Technology</td>
<td>Mr. Joseph A. Newton</td>
</tr>
<tr>
<td>Compliance Certification Coordinator and Professor of English</td>
<td>Dr. Jane M. Kinney</td>
</tr>
</tbody>
</table>
Quality Enhancement Plan - FUSE

- Development of the QEP was facilitated by two broad-based task forces appointed by the Leadership Team to focus on different stages of the QEP.
  - Phase I: Topic Selection
  - Phase II: Topic Development
  - Phase III: Implementation
    - Coordinated by the Assistant Vice President for Research & Dean of the Graduate School.
Quality Enhancement Plan - FUSE
Quality Enhancement Plan - FUSE

- Provides students with focused opportunities for engaging with faculty in research and scholarly activities appropriate to the discipline.

- An open, competitive, process for model demonstration projects that achieve the QEP goals and articulate student learning outcomes and assessment.
  - Students will develop basic knowledge of discipline-specific inquiry skills.
  - Students will apply discipline-specific inquiry skills to resolve questions or problems of interest to their discipline.
  - Students will learn why and how to present the results of discipline-based inquiry in a professional or academic forum.
Quality Enhancement Plan - FUSE

- Six model demonstration projects were selected in the first of two iterations.
  - College of Arts & Sciences – 3 projects
  - College of Education – 1 project
  - College of Nursing – 1 project
  - College of The Arts – 1 project

- In the second iteration, additional model demonstrations (number currently unknown) will build on “lessons learned” in the first iteration.
Emerging Budget Resource Allocation Model
Key Principles

1. Transparency and sunshine
2. Aligns with the mission
3. Inclusive (everyone has a voice)
4. Favors activities that are mission critical
5. Favors remunerative activities as offsets to more costly university efforts
Other Key Points

- “Discerning substance from shadow”
- “The substance of our work is a clear and deep relationship with student learners. It requires very little material support. The rest is shadow.”
Budget Cuts in State Appropriations

Source: Financial Services and SRA.
Key Initiatives in the Current Budget Scenario & Related Goals

- Salaries & Wages: Faculty & Staff Development
- Funding Pools: Financial Support
- Strategic Focus: Financial Support
- Repairs to Budget: Financial Support
- Funded Research Stimulus: Academic Programs
- Graduate Assistantships: Enrollment & Retention
- Faculty Reassign Time: Faculty & Staff Development
- QEP Related Initiatives: Academic Programs
- Professionalization of Employees: Faculty & Staff Development
- Recruitment to 3% target per year for three years: Enrollment & Retention
Funding Pools

Graduate Stipends
- Recommends funding allocation levels for graduate student stipends. Establishes criteria for award of stipends to attract and retain increased graduate student enrollment (e.g., graduate students performing work in their field).

Academic Equipment/Maintenance
- Prioritizes requests for new equipment, equipment repair/maintenance, annual maintenance fees, etc., that directly enhance the instructional and/or research mission of the university.

Library Reference & Special Collections
- Prioritizes requests for library acquisitions that directly enhance the instructional and/or research mission of the university.
Funding Pools

**Major Scientific Equipment Purchases**
- Prioritizes requests for scientific equipment with a cost exceeding $50,000 used in research and teaching. Priority given to those items supporting multiple disciplines and likely to be used in undergraduate research.

**Art Collections**
- Prioritizes requests for art acquisitions that would enhance the campus living-learning environment.

**Faculty Scholarly Travel**
- Prioritizes requests for faculty travel (e.g., conference presentations, fieldwork, etc.) that directly enhance the research mission of the university.
Funding Pools

Reassigned Time for Research

- Prioritizes requests for release time for faculty to engage in scholarly research appropriate to their discipline.

Instructional Setting Renovation

- Prioritizes requests for classroom renovation, repair, or redesign that directly enhance the instructional mission of the university, particularly in regard to increasing enrollment and retention.

Campus-Wide Renovation/Maintenance/ADA

- Prioritizes requests for renovation, repair, or redesign outside the classroom setting and beyond the normal Facilities Planning and Plant operating budget, including infrastructure improvements.
Funding Pools

**Student Affairs Equipment**
- Prioritizes requests for new equipment, equipment repair/maintenance, annual maintenance fees, etc., that directly enhance the student development and leadership mission of the university.

**Computer Replacement**
- Recommends allocation levels and replacement cycles for faculty and staff computing needs.

**IT Infrastructure**
- Prioritizes requests for infrastructure upgrades, maintenance, and licensing that directly enhance the computing services of the university.
## Funding Pools

### Auxiliary Services
- Recommend to the Mandatory Fee Committee mandatory fee increases or new fees. Review budget plan for Auxiliary Services, including prioritization of projects proposed for funding through excess revenues.

### Athletics
- Recommend to the Mandatory Fee Committee mandatory fee increases or new fees. Review budget plan for Athletics, including prioritization of projects proposed for funding through excess revenues.

### Student Activities
- Recommend approval for mandatory fee increases or new fees. Review budget plan for the Student Activities, including prioritization of projects proposed for funding through excess revenues.

### Technology Fee
- Recommend to the Mandatory Fee Committee mandatory fee increases or new fees. Review budget plan for the Technology Fee, including prioritization of projects proposed for funding through excess revenues.
Why Funding Pools?

- Funding requests that advance the university, including faculty scholarship with students engagement:
  - may be beyond a single year’s capability.
  - Georgia utilizes a zero-based budget; therefore, we cannot carry over funds.
  - may include items that serve constituents outside a single department.
Policy Information & Retrieval
Policy on Policies

- **Purpose:** To ensure all Valdosta State University policies are in writing and codified on VSU’s website.

- **Charge:** The Policy on Policies Committee, comprised of broad-based representation, developed the vetting and approval process for university-wide policies.
  - Using the procedures developed by the committee, a Policy Routing Form to adopt the policy and any subsequent university-wide policies is utilized.
  - The Internal Auditor maintains and update the Policy on Policies website to ensure timely access to information.
Policy on Policies Process

1. Author drafts policy and encouraged to contact appropriate VP.
2. Simultaneous review by constituent groups indicated by the routing track appropriate for each policy.
3. Faculty Senate (last review)
4. VP action [If approved, the policy is numbered and communicated. If denied, the VP will provide feedback.]
5. Author reconciles amendments requested by previous reviewers or differences (optional).
Policy on Policies Guiding Principles

- Freedom for any member of the campus community to propose a policy
- Open meetings in which any member of the campus community can contribute to policy development
- Predictable policy formation process
- Effective cataloging and easy retrieval of active policies
- Compliance with all Board of Regents policies
- Provision for issuing interim policies when time does not allow the full vetting process
- Requirement for policy issuers to reconcile their judgment when differences exist with constituent groups
- Balanced review and influence by equivalent individuals and groups
Chain of Command

80% of decisions should occur here, in natural chain of command.