

Criterion One

1.A. The Institution's mission is broadly understood within the institution and guides its operations.

The Missouri State University (MSU) mission statement, as adopted by its Board of Governors (<http://www.missouristate.edu/about/missionstatement.htm>), declares that MSU is a public, comprehensive metropolitan system with a statewide mission in public affairs, whose purpose is to develop educated persons. That statement is broadly defined to encompass both academic and co-curricular activities as they impact the educational process and contribute to engaging the broader community (<http://undergraduate.missouristate.edu/Mission.aspx>).

While MSU is confident that it has created a public climate in which its mission in Public Affairs is broadly known, the university also recognizes that continued and varied efforts will be needed in the future. To that end, the Board of Governors contracted with nationally known marketing firms to do research and to create a marketing plan that will assist with that effort (<http://www.missouristate.edu/universityrelations/marketing.htm>).

1. The mission statement is developed through a process suited to the nature and culture of the institution and is adopted by the governing board.

In 1995, with the passage of Senate Bill 340, the Missouri Legislature and its Governor officially granted MSU a state-wide mission in Public Affairs. Over the course of the past two decades, the campus community has explored how this mission serves the educational mission of the university. Today that process has matured into a three-fold understanding of Public Affairs in the context of the work of this university, and how it relates to its surrounding region, and the state of Missouri (<http://www.missouristate.edu/longrangeplan/maturing.htm>). Briefly stated, the university's mission entails a campus-wide commitment to foster expertise and responsibility in ethical leadership, cultural competence and community engagement.

Ethical leadership is demonstrated as students apply what is learned in the classroom to solve problems and bring about positive changes. Interactions with international students on campus and through Study Away programs, as well as opportunities to study foreign languages, histories, and religions facilitates the acquisition of cultural knowledge and prepares students to be competitive and successful citizens in the world. Community Engagement encourages the development of leadership skills and the broadening of perspectives through projects, research, and critical thinking.

The assumption is that our understanding of the mission will continue to evolve and grow through its integration into the First-Year Experience and General Education curriculum, and Public Affairs events, including the annual Public Affairs Conference (<http://publicaffairs.missouristate.edu/conference/>). The Board of Governors has created a set of

awards for faculty, students, and staff to provide public recognition of high achievement in promoting and/or advancing the mission (<http://publicaffairs.missouristate.edu/awards/>).

2. The institution's academic programs, student support services, and enrollment profile are consistent with its stated mission.

The three pillars of MSU's public affairs mission are well represented throughout academic programs and promoted by the Office of Student Development and Public Affairs (<http://www.missouristate.edu/sdpa/>). The mission forms a significant part of the educational process beginning with a student's first contact with the university at orientation of new students (SOAR) to the First Year experience course (<http://www.missouristate.edu/sdpa/70448.htm>) and the multiple uses of a Common Reader (<http://www.missouristate.edu/commonreader/about.htm>) to coincide with both academic and co-curricular activities.

The newly revised General Education program at MSU particularly addresses the three pillars present in the public affairs mission through the stated areas of Foundations and Breadth of Knowledge, which includes the Natural World, Human Cultures and Public Affairs. In acknowledgement of the importance of the university's mission, the Faculty Senate established a graduation requirement that focuses on public affairs as part of every undergraduate program or major. The history and overview of the 2012 revision process are available at <http://www.missouristate.edu/provost/genedreview/>.

To further strengthen and define how the university's mission is integrated into the curriculum in general education, in the major and in co-curricular activities, the Faculty Senate adopted student learning outcomes for the public affairs mission. As a further tool, a Quality Initiative Project (QIP) was developed as a non-intrusive system for assessing (not grading) student work related to the public affairs mission. In this project, student work is gathered from across all disciplines in order to demonstrate the level of students' understanding and integration of the themes of the mission and our diversity goals (<http://www.missouristate.edu/assessment/QIP.htm>), and a rubric was developed to map out how the assessment process would work (http://www.missouristate.edu/assets/hlc/QIP_Rubric.pdf).

Student support is paramount in the success of academic programs and in the development of student leaders. MSU's office of Student Development and Public Affairs (<http://www.missouristate.edu/sdpa/>) coordinates GEP 101, which is a first-year seminar for incoming students with fewer than 20 hours. In addition to providing support and easing the transition to university life for incoming students, GEP 101 utilizes Peer Leaders to provide authentic leadership development opportunities (<http://www.missouristate.edu/sdpa/70448.htm>). Students may also take advantage of the Bear Claw. This is a dedicated space in Meyer Library where students receive tutoring, renew scholarships, attend student success seminars, and find information on employment or volunteer opportunities (<http://bearclaw.missouristate.edu/>). An additional support for incoming students is found within the seven Living-Learning

Communities present on the MSU campus (Bears Business Community, Fit and Well, Future Health Care Professionals, Physical Science, Math and Engineering, Deciding Students, First Year Experience, and Sophomore Year Experience). These communities offer living environments that build a sense of community among students with similar interests (<http://reslife.missouristate.edu/LivingLearning/>).

To further empower students to meet with success at MSU, Student Development and Public Affairs hosts the Student Orientation, Advisement, and Registration (SOAR) program (<http://www.missouristate.edu/sdpa/70456.htm>). This program offers first-time freshmen and their family members the opportunity to interact with student leaders, peers, and academic advisors in a fun and informative manner while being introduced to the university's mission. Information on the Public Affairs mission is also shared with new staff and faculty during new faculty orientation sessions (<http://www.missouristate.edu/provost/orientation/gettingstarted.htm>).

Each of the university's long range plans has included a section on enrollment management that includes an enduring commitment to student learning, inclusive excellence and institutional impact. Of particular importance to the university's mission is the commitment to inclusive excellence as a recognition that an educational institution's success is dependent on how well it values, engages and includes the rich diversity of faculty, staff and students with all the valuable social dimensions that they bring to the enterprise of higher education. A comprehensive commitment to inclusive excellence is reflected by policy, planning and actions throughout the institution (<http://www.missouristate.edu/longrangeplan/commitments.htm>).

3. The institution's planning and budgeting priorities align with and support the mission. (see 5.C.1)

Budgets and the budgeting process are transparent at MSU. The process begins well in advance of the approval by the Board of Governors and submission to the Governor and state legislature. Departments, colleges, vice president units, as well the Administrative Council are involved. There are four university committees directly involved with the process: Administrative Budget Committee and Executive Budget Committee reporting to the President; the Academic Affairs Budget Committee which reports to the Provost; and the Faculty Senate's Budget and Priorities Committee (University Committees Handbook). Documents related to the budget may be found at www.missouristate.edu/financialservices/documentsandreports.htm. Annual budgets are archived and starting with 2005, may be viewed at this web page.

In the university's long range plan there are eight objectives supporting responsible stewardship and a commitment to "allocate resources, including debt, strategically to achieve MSU's mission and vision" (<http://www.missouristate.edu/longrangeplan/stewardshipobjectives.htm>). A set of

key tactics have been developed to achieve these objectives and to maintain the fiscal health of the university (<http://www.missouristate.edu/longrangeplan/stewardshiptactics.htm>). The university also recognizes that to achieve MSU's mission and vision it is essential to maintain a balance between educational and general expenditures. Its Key Performance Indicators track our success (<https://mis.missouristate.edu/KeyPerformanceIndicators/kpi/index/12>) and demonstrate efforts to keep higher education affordable in Missouri (<http://www.missouristate.edu/costs/>).

1.B. The mission is articulated publicly.

1. The institution clearly articulates its mission through one or more public documents, such as statements of purpose, vision, values, goals, plans, or institutional priorities.

In all of its public documents and websites, MSU clearly articulates its mission in Public Affairs. These sources include the University Fact Book (<http://www.missouristate.edu/oir/5981.htm>) and the University Catalog (<http://www.missouristate.edu/registrar/catalog/generalinfo.htm>). The foundation of the university's long range plan is its commitment to developing educated citizens by emphasizing public affairs in public events and activities (<http://www.missouristate.edu/longrangeplan/publicaffairsintegration.htm>). The university it has made a concerted effort to incorporate its three-fold vision into the curriculum (<http://www.missouristate.edu/longrangeplan/publicaffairsobjectives.htm>). That process includes the Faculty Senate's approval of SLO's for public affairs across the curriculum (http://www.missouristate.edu/assets/facultysenate/Learning_Goals_Amended_by_FS_10-2-12.pdf).

Public Affairs statements appear in course syllabi, are integrated into class discussions, and form the basis for related co-curricular events and activities such as the student lead Public Affairs Week (<http://www.missouristate.edu/paw/>). In addition, internal grants support faculty and student research projects and presentations on public affairs, both at the undergraduate and graduate levels (<http://publicaffairs.missouristate.edu/grant/>).

2. The mission document or documents are current and explain the extent of the institution's emphasis on the various aspects of its mission, such as instruction, scholarship, research, creative works, clinical service, public service, economic development, and religious or cultural purpose.

The university continuously updates its public documents and websites to inform the university community and the general public about its mission in Public Affairs and carries out that mission in the classroom through its research productivity and through community engagement. Current long range planning began with Welcoming the 21st Century, A Long-Range Vision and Five-year Plan (1995-2000). Successive long range plans, usually at 5-year intervals, may be found at <http://www.missouristate.edu/longrangeplan/allplans.htm> A large cross section of the MSU has been involved in developing all long range plans (<http://www.missouristate.edu/longrangeplan/developingtheplan.htm>). Each long range plan is

developed from assessments of the previous plan. The long range plan is regularly reviewed by the Board of Governors (<http://www.missouristate.edu/bog/meetingreviews.htm>).

The current long range plan provides a set of well-defined tactics to accomplish university goals (<http://www.missouristate.edu/longrangeplan/publicaffairstactics.htm>). Their intent is to develop public affairs competencies and to provide real-world experiences through Study Away, Service Learning, Internships, and recognizing those who have gained distinction as Citizen Scholars (<http://studentaffairs.missouristate.edu/citizenscholaraward.htm>).

3. The mission document or documents identify the nature, scope, and intended constituents of the higher education programs and services the institution provides.

1.C. The institution understands the relationship between its mission and the diversity of society.

Included in the university's public affairs mission is the goal to instill in students a high degree of cultural competence. General Goal 13 of the revised General Education program states that students are to be provided with the opportunity to better "understand, critically examine, and articulate key similarities and differences between their own cultural practices and perspectives and those of other cultures, past and present"

(http://www.missouristate.edu/assets/Provost/General_Education_Program_and_Requirements-Faculty_Senate_Approved_April_2013.pdf).

In order to advance the university's diversity goals within the public affairs mission, Ken Coopwood was hired in October, 2011 as Vice President for the university's Division for Diversity and Inclusion. This office provides leadership in the construction of infrastructure, programs and services to strategically impact campus wide initiatives (<http://diversity.missouristate.edu/Vision.htm>), and to bring the diversity of society to the forefront. This includes a conceptual framework developed jointly by MSU and a historically black college/university to roll out a three-year plan for joint activities. These proposed activities include co-teaching of a diversity class at the advanced level and a timeline for faculty exchange (http://apps.missouristate.edu/provost/restricted/standard4/exhibit_PineBluff_MOU.pdf). In addition, diversity in the curriculum is represented in the Professional Education Unit (PEU) which met or exceeded all standards as part of the Missouri Standards for Teacher Education Programs (MoSTEP:

http://apps.missouristate.edu/provost/restricted/standard4/exhibit_PEU_curricular_and_field_experiences.pdf. Several other initiatives across the campus represent the university's connection to societal components. Efforts to assess progress in some components include the Student Tracking Electronic Portfolio System (STEPS) for storing and analyzing data (<http://www.missouristate.edu/assessment/QIP.htm>).

1. The institution addresses its role in a multicultural society.

MSU's commitment to outreach and education about multiculturalism is a fundamental aspect of its diversity efforts (<http://www.missouristate.edu/MCulture/>). Initiatives such as campus and community climate studies, Faculty Mentoring Programs, Heritage Month activities, and

“warming activities” combine to comprehensively define the University’s role as a social incubator (<http://diversity.missouristate.edu/Landmarks.htm>). The university Long Range Plan includes a continuing commitment to inclusive excellence, including the creation of a diverse workplace (<http://www.missouristate.edu/longrangeplan/diverseworkforce.htm>).

Co-curricular programs, such as Study Away (<http://international.missouristate.edu/studyaway/>), the Multicultural Leadership Scholarship Program (<http://multicultural.missouristate.edu/Scholarship.htm>), and the English Language Institute (<http://international.missouristate.edu/eli/>), add to these diversity efforts by giving students contact with other cultures.

2. The institution’s processes and activities reflect attention to human diversity as appropriate within its mission and for the constituencies it serves.

The university has been proactive in adjusting policies and practices that impact human diversity. In January, 2012, a diversity component was installed in its Appraisal and Development Plans for all employees that include training modules indicating the university’s awareness that personnel differences should be sought and monitored for compliance with laws, policies, and expectations of equity (<http://www.missouristate.edu/human/training/ADPTraining.htm>). A strategic hiring policy was implemented to assist efforts to bring greater diversity to the faculty and staff (http://www.missouristate.edu/policy/Op1_02_3_DiversityHiringPrograms.htm). Among the university’s key performance indicators, is a diversity component that indicates that our efforts are “trending toward sustained excellence” (<https://mis.missouristate.edu/KeyPerformanceIndicators/kpi/index/11>).

1.D. The institution’s mission demonstrates commitment to the public good.

1. Actions and decisions reflect an understanding that in its educational role the institution serves the public, not solely the institution, and thus entails a public obligation.

MSU actively participates and serves as a catalyst for positive changes and to promote the public good in the local, regional, statewide, and international community. Focus areas promote the quality of life and the environment and enhancement of economic vitality. Examples include the work of the Ozarks Environmental and Water Resources Institute (OEWRI) that supports efforts to protect and restore water quality and supply in the Ozarks Region of southern Missouri and northern Arkansas (<http://oewri.missouristate.edu/>). The Center for Resource Planning and Management (CRPM) plans projects for area communities is the organization behind the Southwest Missouri Council of Governments (<http://crpm.missouristate.edu/>).

Another major initiative has been the *Partners for Progress* that links MSU with the Springfield metropolitan area (<http://www.missouristate.edu/longrangeplan/partnersforprogress.htm>). Among the successes of this initiative has been the *IDEA Commons*, which is a networking

group thriving on sharing efforts to revitalize Springfield's center city area, stimulate economic development in the regional area, and support the Arts.

Service learning has become an integral part of course work and student engagement at MSU. Service learning brings problem-based learning and addressing social justice issues to the forefront of discussions in courses and then expands the classroom into the community to with students engaging in making a difference through hard work. Experiences range from education to audiology to food safety to historical geography. Equally important to students' involvement in courses is the addition of a public affairs component to each degree program at the initial level for public affairs. The *Community Engagement* branch of the PA Mission called for each program to identify and implement a designated component to fulfill the challenge to become engaged in the greater community. Programs have creatively embraced the challenge to provide experiences and real-world connections to their learning.

MSU is proud to be a part of the *American Democracy Project*, a multi-campus initiative to prepare the next generation to be informed and engaged citizens (<http://www.missouristate.edu/sdpa/123859.htm>). The project involves both campus and national activities with the explicit intention of promoting civic engagement among undergraduates. Issues dealing with critical national hot topics call for students to examine and resolve conflicts or dilemmas. Additionally, our MSU students and faculty observe and participate in special action days with other campus, such as Earth Day, National Day of Service and Remembrance, and Martin Luther King, Jr. Day of Service.

2. The institution's education responsibilities take primacy over other purposes, such as generating financial returns for investors, contributing to a related or parent organization, or supporting external interest.

A key component of the Public Affairs Mission is *Ethical Leadership*. This thread exists throughout the curriculum as a core principle and is a commitment supported by faculty to help develop active citizens of enhanced character, who are sensitive to others' needs and social justice for all. Leadership programs offer opportunities to strengthen skills and competencies in working with others, including retreats, challenges, leadership distinction awards, and community projects.

Volunteer opportunities are widely available to students and faculty, often working side by side (<http://www.missouristate.edu/studentengagement/LeadershipandVolunteerism.htm>). *Finding your place* at Missouri State University means getting involved and volunteerism is the perfect way. Students may be involved with Bear Service Days, designed to work on service projects in Springfield. Immersion programs involve getting totally immersed in a project in a new community for a full semester. Students may select a project in a homeless shelter in Springfield or Chicago or work in a local business. Alternatively, students can be matched with a local Springfield club, business or agency and help create social change in our community.

3. The institution engages with its identified external constituencies and communities of interest and responds to their needs as its mission and capacity allow.

1.D.3. The institution engages with its identified external constituencies and communities of interest and responds to their needs as its mission and capacity allow.

MSU demonstrates a commitment to the Springfield community through IDEA (Innovation, Design, Entrepreneurship, and Arts) commons. The University's vision is to create a blend of residential, retail, commercial and entertainment facilities while supporting multidisciplinary programs. Since 2007 the university has been involved in the revitalization of the downtown area which include Jordan Valley Innovation Center (JVIC; <http://jvic.missouristate.edu/>), Brick City (<http://www.missouristate.edu/ideacommons/brickcity.htm>), and Robert W. Plaster Center for Free Enterprise and Business Development (<http://www.missouristate.edu/ideacommons/plastercenter.htm>). JVIC provides an interdisciplinary experience for MSU students by research with industrial, government, and academic partners while fulfilling its mission to create an educated workforce that is necessary to attract and retain science companies in Missouri. Brick City is located in a renovated warehouse complex that now is home to the Art and Design department and soon as the site of the UMKC school of Pharmacy at MSU (<http://pharmacy.umkc.edu/sites/msu/>). Plaster Center for Free Enterprise and Business Development serves as the E-Factory Business Incubator (<http://efactory.missouristate.edu/BusinessIncubator/>) that provides resources, guidance, and assistance to small businesses to bring their new technologies to the marketplace.

MSU hosts a number of statewide, regional and national conferences including the Statewide Diversity Conference (<http://diversity.missouristate.edu/conference/>) and Public Affairs Conference (<http://publicaffairs.missouristate.edu/conference/>). MSU also holds many camps and summer academies for highly motivated students. Missouri Fine Arts Academy (<http://www.missouristate.edu/mfaa/>) provides a 3-week summer program to challenge, motivate, and grow students to become future leaders, while Missouri Innovation Academy (<http://www.missouristate.edu/mia/>) allows high school sophomores and juniors a 3-week experience through merging business with science to give them an experience of the relationship between science and commercialization.

Criterion One Subcommittee List of Additional Evidence

Department-Level Capstone Public Affairs Experience:

In December 2012, Senate approved a department-level Capstone Public Affairs Experience as a graduation requirement and charged the Senate Executive Committee to work with the Provost and the Registrar's office to decide the best way to implement and track how students complete this requirement:

http://www.missouristate.edu/assets/facultysenate/FS_Minutes_April_2013_-_approved.pdf

General Education Revision:

General Education Revision: passed by Faculty Senate **on April 16, 2013** as **Senate Action 17-12/13 REPORT FROM AD HOC COMMITTEE ON UPPER DIVISION PUBLIC AFFAIRS GRADUATION REQUIREMENT**

Dr. Dan Kaufman presented the report. Discussion.

Senator Barnes moved to approve the Senate Action to Implement Public Affairs Graduation Requirement.

[under the Description section in the report]

Senator Kaufman moved to add the words "at least" in front of "one" to amend the report. **Motion passed.**

Senator Mitra moved to add the words "3 cumulative credit hours" to amend the report. **Motion passed.**

Senator Heywood moved to delete the word "minimum" in the first sentence and add "at least." **Motion passed.**

Description: Capstone Experience (the equivalent of at least 3 cumulative credit hours) – Every MSU senior must have completed a capstone experience related to the student's major. The capstone experience allows a student to demonstrate the capacity to synthesize and apply information, demonstrate analytical, practical, and interpretive skills and promulgate ideas acquired from the major to bear on at least one significant summative experience, project, or class intrinsic to two elements of the public affairs mission. Capstone experiences/projects/classes will be designed and approved by individual departments or programs. The course number and credit hours assigned to the capstone experience will be determined by the department and carry a designation of "PAC" at the end of the course description and on the student transcript.

Chair Herr read the Senate Action to Implement Public Affairs Graduation Requirement.

Senator Rosenkoetter requested an editorial change to the Action to add (PAC) after "Capstone."

Senator Kaufman moved to add "to bring forward a Senate Action to implement this requirement" to the Action. **Motion passed.**

Senator Mitra moved to amend the report to delete the word "to" and "at least one out of the three" under the "Characteristics" section. **The motion failed.**

The Senate voted on the Senate Action as amended.

Motion passed. SA 8-12/13:

http://www.missouristate.edu/assets/facultysenate/FS_Minutes_December_2012_-_approved.pdf

New General Education Program:

General Education Learning Goals and Outcomes:

http://www.missouristate.edu/assets/facultysenate/FS_Minutes_Sept_2012.pdf

General Education changes approved by Faculty Senate April 26, 2012:

http://www.missouristate.edu/assets/facultysenate/FS_Minutes_April_2013_-_approved.pdf

General Education changes amended by Faculty Senate October 2, 2012:

http://www.missouristate.edu/assets/facultysenate/FS_Minutes_October_2011_-_approved.pdf

Citizens Scholar Award:

The Citizen Scholar Award was initiated in 2007 as a special Board of Governors program to recognize outstanding citizen scholars at Missouri State University. 35 students since 2007 have been recognized for his/her stellar achievements with academics, community engagement, and leadership. Citizen Scholar nominations may be made by Missouri State University faculty and staff members each fall.

<http://studentaffairs.missouristate.edu/2012awardrecipients.htm>

<http://studentaffairs.missouristate.edu/2011awardrecipients.htm>

<http://studentaffairs.missouristate.edu/2010awardrecipients.htm>

Board Minutes regarding Citizens Scholar Award:

<http://www.missouristate.edu/bog/minutes/May-17-2012.htm>

Section 10. Student Affairs:

a. Report from Student Affairs Committee --- Ms. Cathy Smith, Chair of the Student Affairs Committee, reported that they have been investigating the possibility of having an award for faculty and staff similar to the Citizen Scholar Award for students that the Student Affairs Committee began several years ago. Dr. Rachelle Darabi presented some draft materials in today's meeting for a Staff Excellence in Public Affairs award and a Faculty Excellence in Public Affairs award. Students will have input as to who is nominated for these awards. They hope to have the first awards next Spring.

<http://www.missouristate.edu/bog/minutes/October-26-2012.htm>

Section 10. Student Affairs:

a. Report from Student Affairs Committee --- Ms. Cathy Smith, Chair of the Board's Student Affairs Committee, reported that they heard a presentation from Veterans Services, reviewed the draft of the Excellence in Public Affairs awards for faculty and staff, and discussed topics for upcoming meetings. The need for a larger veteran-student lounge was discussed. She also reported that, earlier this week, they chose this year's Citizen Scholar Award recipients who will be introduced at the December meeting.

http://www.missouristate.edu/bog/minutes/December_14_2012.htm

Section 5. President's Report --- President Clif Smart began his report by indicating that 1,372 students will be graduating later today in the two afternoon commencement ceremonies.

He then presented a resolution (Awards No. 47-12) approving the following students as Citizen Scholars for 2012-2013: Lauren Bansbach, Amber Carr, Bethany Forrester, Anthony Hendrix, Casteel Kirk, and Scott Turk. Moved by Mr. Winston and seconded by Ms. Miller.

Motion passed 8-0.

Ms. Cathy Smith, Chair of the Board's Student Affairs Committee, introduced each of the Citizen Scholars with the other members of the Student Affairs Committee, Ms. Beverly Miller, Ms. Paige Jenkins, and Mr. Steve Bough, assisted by Dr. Earle Doman, Vice President for Student Affairs, presenting them with a crystal globe and a certificate. ()

Criterion One Subcommittee MSU Accomplishments and Concerns

List of 3-5 outstanding accomplishments:

1. Integrating the mission into the curriculum (First-Year experience course, General Education, program capstone experience, QIP)
2. Co-curricular activities that support the mission (Public Affairs Week, Citizen Scholar Award, Multi-Cultural Office, Public Affairs Conference)
3. Inclusion and integration of the mission statement into university publications, policies, and public events (Long Range Plans, Key Performance Indicators, University Fact Book, University Catalog)
4. Budget priorities support the mission (multi-level budget committees, Financial Services, Board of Governors)
5. Public good as a foundation for the community engagement aspect of the mission (OEWRI, CRPM, JVIC, e-Factory)

List of 3-5 concerns and how they are being addressed:

1. Integrating diversity into the university's social fabric – being actively addressed by creation of new VP for Diversity and Inclusion, Diversity Conference, Diversity goals in QIP and in hiring plans
2. Despite broad coverage of mission statement in university documents and activities, additional efforts (marketing goals) are needed to distinguish the university as a Public Affairs institution in the minds of the faculty, students, and community
3. Maintaining momentum in promoting the mission: with all that we do it remains the case that economic, political, or social factors may require changes in priorities and the trick will be to not lose sight of our mission in the face of short-term or long-term crises