

# **East Texas Baptist University**

## **Certificate in Ministry Student Handbook**

**Revised Edition, November 2022**

# **CERTIFICATE IN MINISTRY STUDENT HANDBOOK**

## **EAST TEXAS BAPTIST UNIVERSITY**

East Texas Baptist University is located in Marshall, Texas, a historic city of 25,000 nestled in the scenic piney woods of East Texas. It is part of a larger metropolitan area of Longview, Texas, and Shreveport, Louisiana, and is located 150 miles east of Dallas, on Interstate 20. Marshall is in the center of a recreational and tourist region and is near the Caddo Lake recreational area.

Since its founding by a local Baptist minister with classes beginning in 1915, ETBU has trained thousands of people for Christian service around the world. Today, ETBU graduates serve as pastors, youth and education ministers, Christian counselors, missionaries and teachers, to serving in strategic positions in churches and in denominational leadership.

For more information about ETBU, please visit our website at the following address:  
<https://www.etbu.edu> .

## **THE CERTIFICATE IN MINISTRY PROGRAM**

In response to the ever-increasing adult educational needs in Texas, East Texas Baptist University offers the Certificate in Ministry program. This eighteen (18)-semester hour program is designed for anyone who is seeking entry-level preparation for ministry service. The program is offered through East Texas Baptist University's School of Christian Studies and is available in two cities: Marshall and Tyler.

### **Purpose Statement**

The purpose of the Certificate in Ministry program is to provide an entry-level foundational theological education that is geographically and financially accessible to every person in East Texas with the purpose of transforming communities through the strengthening of the local churches.

### **Common Questions**

#### **Who Will Benefit From This Program?**

Those enrolled in the Certificate in Ministry program generally fall into two categories:  
(1) those who have experienced a call into ministry, are employed full-time at a secular job, and desire to provide ministerial leadership to a church organization; and (2) those who are involved in various roles of lay leadership and ministry in a local church and who desire to further their knowledge in specific areas of the Bible and ministry.

#### **Who Is Eligible For This Program?**

Anyone is eligible for this program of study. Since this is a non-degree program, there are no previous educational requirements.

Can course credits apply toward a college degree?

People who desire to continue their study beyond the Certificate in Ministry program at East Texas Baptist University must apply for regular admission and meet all admissions requirements. All courses taken in this program are for academic credit (one academic hour credit for each course) and may be applied to a baccalaureate degree.

## Program Contacts and Helpful Phone Numbers

The Certificate in Ministry program maintains locations in two cities: Marshall and Tyler. The contacts for these locations are as follows:

- Marshall Site Coordinator: David Griffin, [dgriffin@etbu.edu](mailto:dgriffin@etbu.edu).  
Baptist Student Ministry Director  
East Texas Baptist University  
One Tiger Drive  
Marshall, Texas 75670  
903-923-2340
- Tyler Site Coordinator: Dr. Danny Pickens, [dpickens@etbu.edu](mailto:dpickens@etbu.edu).  
Director of Missions  
Smith Baptist Association  
3226 Old Jacksonville Road  
Tyler, TX 75701  
903-581-6139

The ETBU campus contact information is as follows:

- Administration and Finance: Kathy Bland, 903-923-2122, [kbland@etbu.edu](mailto:kbland@etbu.edu)
- Bookstore: Crystal Hebebrand, 903-923-2296, [etbu@texasbook.com](mailto:etbu@texasbook.com)
- Business Office: 903-923-2053, [BusinessOffice@etbu.edu](mailto:BusinessOffice@etbu.edu)
- Disability Accommodations: Leska Papas, 903-923-2076, [lpapas@etbu.edu](mailto:lpapas@etbu.edu)
- Financial Aid: Nathan Flory, 903-923-2137, [lslawson@etbu.edu](mailto:lslawson@etbu.edu)
- Institutional Technology: 903-923-2021, [ithelp@etbu.edu](mailto:ithelp@etbu.edu)
- Library: Alma Ravenell, 903-923-2263, [aravenell@etbu.edu](mailto:aravenell@etbu.edu)
- BGCT Ministry Scholarship: Dr. Lisa Seeley, 903-923-2175, [lseeley@etbu.edu](mailto:lseeley@etbu.edu)
- Registrar: Karson Kent, 903-923-2060, [kekent@etbu.edu](mailto:kekent@etbu.edu)
- School of Christian Studies and Humanities: Sara Mock, 903-923-218, [sarar@etbu.edu](mailto:sarar@etbu.edu)

Students using these phone numbers and/or email addresses should identify themselves as students enrolled in the Certificate in Ministry program.

For more information about the Certificate in Ministry or the School of Christian Studies contact:

School of Christian Studies &  
Humanities  
East Texas Baptist University One  
Tiger Drive  
Marshall, TX 75670  
903-923-2181  
e-mail: [cschu@etbu.edu](mailto:cschu@etbu.edu).

For additional information, please visit our website at the following address:  
<https://www.etbu.edu/christian-studies/certificate-ministry-progr/>.

## Admission

### Application

As a Christian institution, East Texas Baptist University places emphasis on high standards of personal conduct by all students. Therefore, if accepted into the Certificate in Ministry program, all students agree to abide by the rules and regulations of the University as set forth in the catalog and student handbook. Students must also certify that they are not seeking a degree at ETBU at this time and that they realize that should they wish to pursue a degree, they must submit all required academic credentials and meet admissions standards of the University

Any student wishing to enroll in the Certificate in Ministry program must fill out an application form which can be obtained through the site coordinator or online. Applications are due no later than the second class period and can be submitted to the program contact person. A non-refundable, one-time application fee will be turned in with the application.

### Auditing Classes

Any student desiring to benefit from the instruction in a course may audit the course if space is available. An auditor's work will not be evaluated by the instructor nor will any credit or grade be received by the auditor. The decision to audit must be made at registration and cannot be changed after the close of the registration period. The cost of auditing a course is \$50.00. The BGCT ministerial scholarship cannot be used to cover this charge.

## Financial Arrangements

### Cost

The cost for the academic year 2022-2023 of the Certificate in Ministry is \$175 per credit hour.

## Ministry Scholarship

Texas Baptists are continually investing in the training of their ministers. The Baptist General Convention of Texas offers a ministerial scholarship to licensed, ordained, or certified Baptist ministers. For the academic year 2022-2023, the scholarship amount is \$50 per mini-term course. The application for this ministry scholarship can be found at this link: <https://www.etbu.edu/academics/leadership-development/mfa/bgct-church-ministry-scholarship/>

The “Initial” application deadline to receive the tuition reduction on the first night is two weeks prior to the start of the first mini-term. On the first term for which the student enrolls, full tuition will be charged to those who either did not submit their application by the two week deadline or submitted by the deadline but were not approved. This scholarship cannot be used to cover the cost of auditing classes. Renewal applications must be done annually each fall for the academic year and must also be submitted 1 week before the first class in which the student enrolls.

If a church, a church-related organization of another Christian denomination, or other organization wishes to help fund the education of its ministers through this program, such scholarships may also be applied toward a student's bill.

## Church Matching Scholarship

ETBU will match a church contribution up to \$2,000 per academic year. See application for specific details.

## Payment

Payment must be made in full at the time of registration. East Texas Baptist University accepts cash, checks, or credit cards (e.g., American Express, VISA, MasterCard and Discover cards) for any payment due.

## Course Credit

Each course in the Certificate in Ministry program counts as one academic credit hour. Eighteen credit hours must be earned to complete the Certificate in Ministry. All courses in this program taken for academic credit may also be applied to a degree at East Texas Baptist University, if the student meets all of the university's regular college admission requirements. The certificate courses cannot be applied toward a major or minor; however, the combination of MINS 1114, MINS 1115, and MINS 1116 may be counted as the general education New Testament requirement, and the combination of MINS 1111, MINS 1112, and MINS 1113 may be counted as the general education Old Testament requirement. All other courses may be counted as electives.

For more information refer to the East Texas Baptist University Catalog. Grading will conform to the grading policies and practices utilized in the Department of Christian Ministry at East Texas Baptist University.

Work taken for academic credit is normally transferable to other similarly accredited schools and universities. Whether or not work completed in the Certificate in Ministry program will transfer to a school besides East Texas Baptist University depends on a number of factors including the student's grade in the course and grade point average, as well as the policies and courses of study offered by the receiving university. Students wishing to apply the academic credit completed in this program toward a course of study at another university should check with that school to be sure the credit will transfer.

## Attendance Policy

Students are required to attend a minimum of 75% of the class sessions in order to receive credit for the course. Absences are counted from the first day the class meets.

## Curriculum

The Certificate in Ministry program is designed for students desiring entry-level preparation for ministry service or deeper understanding of their personal faith and witness. The courses offered through this program have been approved by the faculty and trustees of East Texas Baptist University, and cover a thorough range of ministry-related topics. These courses are described at the end of the handbook.

### **Certificate in Ministry Requirements**

Completion of four (4) semester hours from the following list:

MINS 1120 Christian Doctrine I

MINS 1130 Christian Doctrine II

MINS 1125 Christian Formation

MINS 1131 Introduction to Christian History

Completion of fourteen (14) hours from the following list

MINS 1111 Old Testament 1: The Pentateuch

MINS 1112 Old Testament 2: The Conquest to the Exile

MINS 1113 Old Testament 3: The Exile to the Intertestamental Period

MINS 1114 The Inter-biblical Period and the Gospels

MINS 1115 Acts and Pauline Epistles

MINS 1116 The General epistles and Revelation

MINS 1118 Christian Witness

MINS 1119 The Work of the Minister

MINS 1121 The Interpretation of the Bible for Preaching and Teaching

MINS 1122 The Preparation of Sermons and Bible Studies

MINS 1126 Introduction to Missions

MINS 1127 Leadership Among Ministry Volunteers

MINS 1135 Worship Media Technology

MINS 1133 Ministry of the Deacon

MINS 1137 Leading Change

MINS 1134 Pastoral Coaching

MINS 1128 Church Administration

### Faculty

Each faculty member for the Certificate in Ministry program is well qualified with a minimum of a master's degree in a theological area of study and approved by the Dean of the School of Christian Studies & Humanities.

### Syllabus

The syllabus is an outlined summary of the main points of a course of study. Students will be given a detailed syllabus with each course in the program which will cover information concerning

papers and projects, special reading assignments, due dates, test dates etc.

### Textbooks

Textbooks can be ordered online or bought at the East Texas Baptist University Bookstore.

### Grading Procedure

Grading will conform to the grading policies and practices utilized in the School of Christian Studies and Department of Religion. See individual syllabus for specific grade requirements.

### Disability Accommodations

The University provides necessary accommodations to students with documented disabilities. Students should contact the Office of Academic Success to request accommodations due to a disability. The office of Academic Success coordinates this program by providing information and collecting the documentation required for participation in the program. This material is reviewed by the Disability Accommodations Committee to determine what accommodations are appropriate. These accommodations are communicated to the student and the student's faculty members. Students needing special assistance such as e-books and facility modifications should work with Academic Success to obtain these. Contact Ms. Leska Papas at 903-923-2076 in the Office of Academic Success to request information related to disability accommodations.

Students are required to provide documentation of a learning or physical disability prior to the provision of academic support services or facility adjustments if they are requesting accommodations.

In order to allow time for reasonable accommodation(s) and adequate coordination of services, the student is requested to provide documentation 60 days prior to the beginning of the initial semester. Documentation may be submitted at any time, but a late submission may delay approval of accommodation(s).

In the case of a medical disability of mobility, sensory, health, or physical limitations, a complete medical report and formal diagnosis from a physician is necessary. A student who wishes to identify himself or herself as having a disability must provide documentation of the disability from an appropriate licensed and qualified health professional. The documentation should specify the diagnosis and any recommended accommodations. The documentation should be dated within the past 3 years unless the disability is of a permanent nature.

## Grade Appeals and Student Complaints

### Grade Appeals Process

A student has a six-week period following the conclusion of a semester in which to request a grade change or to appeal the assigned grade. The student must follow these steps:

1. The student should first consult with the faculty member who assigned the grade to attempt to resolve the misunderstanding or difference of opinion regarding the assigned grade.
2. If the matter is not resolved in the faculty-student conference, then the student may submit a formal written request to the appropriate department chair/program director. Students wishing to file a formal written appeal should complete the Grade Appeal Form found on the University's website: [https://www.etbu.edu/sites/default/files/downloads/Grade\\_Appeal\\_Form.pdf](https://www.etbu.edu/sites/default/files/downloads/Grade_Appeal_Form.pdf). The Grade Appeal Form and documentation (copies of papers, grades, etc.) should be submitted to the department chair/program director. The department chair/program director will meet with the student and the faculty member to gather additional information as needed and attempt to resolve the issue. The department chair/program director will communicate the results in writing to the student and the faculty member. The department chair/program director will give priority treatment to the request.
3. If the student continues to be dissatisfied, the student may then appeal in the same manner to the Dean of the school which offers the course. The Dean will gather any additional information needed and attempt to resolve the difference of opinion as to the nature of the grade assigned. The Dean will communicate the results in writing to the student and the faculty member. The Dean will give priority treatment to the request.
4. If the student is still not satisfied, he/she may submit a Grade Appeal Form to the Vice President for Academic and Graduate Programs who will consider the nature of the appeal and the information gathered as well as the recommendations from the faculty member, department chair/program director, and Dean. The Vice President for Academic and Graduate Programs, depending on the nature of the appeal, may refer the matter to the Deans Council or uphold the previous recommendation and communicate the decision to the student. The Vice President for Academic and Graduate Programs will give priority treatment to the request.
5. If the appeal is referred to the Deans Council, they may gather any additional information required to make a recommendation to the Vice President for Academic and Graduate Programs who will review the Council's recommendation.

6. The decision of the Vice President for Academic and Graduate Programs will be final and ends the appeal process.

## Student Complaints

It is the policy of East Texas Baptist University to provide a student complaint process which includes maintaining a record of the formal written complaints received. ETBU encourages the resolution of student complaints through timely communication as close as possible to the point of origin. Students having a complaint concerning East Texas Baptist University should direct their questions to the department involved.

If the student is not satisfied with the outcome of the informal process, then a formal written complaint should be filed. Students wishing to file a formal written complaint at East Texas Baptist University should complete and submit a Formal Student Complaint Form to the Office of Student Affairs. The Formal Student Complaint Form is available from the Office of Student Affairs or online on the Student Affairs webpage under *Dean of Students - Student Resources*.

It is the goal of East Texas Baptist University to adequately address all student complaints in an acceptable manner that avoids a formal grievance process. Should this goal not be met, the following procedures will apply.

1. A formal written complaint may be filed by submitting a completed Formal Student Complaint Form to the Office of Student Affairs. The form should be completed in its entirety including a description of the complaint, the date(s) on which the problem became evident, and a description of the desired outcome. The Office of Student Affairs will log the information and within two working days will forward a copy of the complaint form to the appropriate cabinet-level administrator for action. The form can be found at the following link: <https://www.etbu.edu/students/student-services/student/formal-student-complaint-form/>
2. The cabinet-level administrator will send a written acknowledgement of the receipt of the complaint to the student via University-provided email within three working days of receipt.
3. The cabinet-level administrator may assign a special committee or a standing university committee to rule on the complaint. The cabinet-level administrator or the committee will present a ruling on the complaint within 30 calendar days of receipt of the complaint by the cabinet-level administrator. The cabinet-level administrator will inform, in writing (may be via email), the student making the complaint, the appropriate area supervisor, and the Office of Student Affairs of the decision.
4. If the student is not satisfied with the decision the student may appeal to the president.  
Such appeals must be submitted to the president, using the Formal Student Complaint Form, within three working days of the initial ruling. A ruling on the appeal will be made within 10 calendar days of the filing of the appeal. Rulings made at this level are final. The results of such an appeal will be sent in writing (may be via email) to the student making the appeal, the appropriate cabinet-level administrator, and the Office of Student Affairs.

Any student who has a question regarding this process should contact Student Affairs.

## Local Arrangements

### Local Site Coordinators

Each location where the Certificate in Ministry program is offered has a local site coordinator who serves as an official representative for East Texas Baptist University. Any questions or problems students might have regarding this program can be directed to this person.

### Registration

Students may register for classes through their local site coordinator before classes begin. Registration can also be completed at the first class meeting. New students need to complete an ETBU CIM *Application for Admission* and pay the application fee. Returning and new students will need to complete registration for the course(s) involved and paying what remains of the tuition balance after any financial aid has been applied. Both of these forms can be found online.

Upon receipt of the registration form and payment in full, a student will be set up with an ETBU email address. A student's email address is: `firstname_lastname@etbu.edu`, and the default password is the first two letters of a student's last name and last four digits of a student's social security number (all lowercase no spaces). For security purposes ETBU recommends students change their password after initial login.

### Important Login Information

Your ETBU User ID (sometimes referred to as your "username") is usually your first name, underscore, last name.

For example: student name: John Smith  
student ETBU User ID: john\_smith

Your password will be the first 2 letters of your last name followed by the last four digits of your social security number (you should change your password). [Change your password here](#). It is highly recommended that you do so.

student name: John Smith  
student SS#: 123-45-6789  
student password: sm6789

### Email

You can login to your Tigermail from a web browser at <http://outlook.com/etbu.edu> using your Microsoft Account (your full email address).

Your password is the same as your existing ETBU password.

How do I forward my Tigermail email to another email address?

- Log into your Tigermail account.
- In the upper right-hand side of the screen click the gear "Settings".
- Click "Options"
- On the left-hand side under "Mail>Accounts" click "Forward".
- Click "Start Forwarding". Then enter the email address you would like to forward your Tigermail to and click Save.

## CampusConnect

CampusConnect is a web browser-based software program that provides interaction with the University administrative software. Students can review and verify class schedules, demographic data, account status, financial aid awards, etc. To access CampusConnect, go to the ETBU homepage ([www.etbu.edu](http://www.etbu.edu)), scroll down to the menu at the bottom of the page and select the link entitled “ Current Students”. Click the button called “CampusConnect.” The CampusConnect page will open and, a student will need to enter her/his ETBU user ID and PIN. The user ID is a student’s firstname\_lastname. If this is the first time to access CampusConnect or the 4-digit pin is forgotten, click on “I forgot my PIN” at the top of the screen. The next screen that opens will allow a student to enter her/his Social Security Number to request an email be sent to the ETBU email account that will provide an assigned PIN. This is the PIN will be used anytime a student accesses CampusConnect.

## Library Resources

All CIM students have privileges at East Texas Baptist University’s Jarrett Library in Marshall. Cards can be obtained from the circulation desk – a student will need to be a currently registered student and should present a picture ID for verification.

Remote access to Jarrett Library’s electronic resources is also available to CIM students using our proxy server. Many of the electronic resources include full text of journal articles, electronic books, reports, video, audio and more. Access through the proxy server is easy - simply choose the database in which to search, click on the link, and a login screen will load. A student must use his/her ETBU email login and password, and as soon as the proxy server confirms login credentials, she/he will be sent directly to the database of choice. This is accessible on the ETBU website:

<http://guides.etbu.edu/ciminfo> by clicking on the tab entitled “*Remote Access to Databases.*”

Information on databases useful to your study of religion and theology can be found at <http://guides.etbu.edu/askalibrarian>. For additional assistance please feel free to call the library reference desk at 903-923-2262.

## Safety & Security at CIM Sites

Smith Baptist Association building – Any concerns should be directed to the Director of Missions (who also serves as the Site Coordinator and instructor). This location has a safety plan in place in the event of a fire, tornado, or other emergency. A designated safe room with a monitored alarm that can be activated in case of related emergency. The access doors to the building are equipped with an electric lock as well as a video surveillance system. In the event of an emergency, students will be notified via the mass text message system.

## Certificate Courses

**MINISTRY 1111, OLD TESTAMENT 1, THE PENTATEUCH.** A study of the first five books of the Old Testament. Attention will be given to the process of canonization, the geographical, culture and historical setting of the Old Testament, and to the theological concepts found within the books of Genesis through Deuteronomy. One semester hour.

**MINISTRY 1112, OLD TESTAMENT 2, THE CONQUEST TO THE EXILE.** A study of the books of the Old Testament that record the history of Israel from the conquest of the land of Canaan to the Babylonian exile. Attention will be given to the cultural and historical background of the nation of Israel and the surrounding nations, the kings that ruled over Judah and Israel, and the theological concepts, poetry, and the prophetic messages associated with this time period. One semester hour.

**MINISTRY 1113, OLD TESTAMENT 3, THE EXILE TO THE INTERTESTAMENTAL PERIOD.** A study of the books of the Old Testament and other literature that record the history of Israel from the Babylonian exile to the intertestamental period. Attention will be given to the cultural and historical background of the nation of Israel and the surrounding nations, the theological concepts found in the biblical material, wisdom literature, the prophets and their messages, and the events and literature associated with the intertestamental period. One semester hour.

**MINISTRY 1114, THE INTERBIBLICAL PERIOD AND THE GOSPELS.** A study of The interbiblical period and the life, ministry, and teachings of Jesus as presented in the Gospels. Attention will be given to historical and literary background and the theological aspects of the Gospel literature. One semester hour.

**MINISTRY 1115, ACTS AND THE PAULINE EPISTLES.** A study of the development of the first-century church as presented in the Book of Acts and the Pauline Epistles. Attention will be given to historical, literary, and theological aspects of the biblical material. One semester hour.

**MINISTRY 1116, HEBREWS TO REVELATION AND THE NEW TESTAMENT CANON.** A study of the epistles of Hebrews, James, 1 and 2 Peter, 1, 2, and 3 John, Jude, the book of Revelation and of the development of the New Testament canon. Attention will be given to the historical, literary, and theological aspects of the biblical literature. One semester hour.

**MINISTRY 1118, CHRISTIAN WITNESS.** A study of the principles, theology, and methods of New Testament evangelism. Attention will be given to personal witnessing and to the equipping of others. One semester hour.

**MINISTRY 1119, THE WORK OF THE MINISTER.** A study of the day-to-day tasks and challenges of the contemporary minister. Attention will be given to such tasks as conducting weddings, funerals, church ordinances, and church business meetings, and to the ministry of pastoral care. One semester hour.

**MINISTRY 1120, CHRISTIAN DOCTRINE I.** An introduction to the major features of Christian theology. Special attention will be directed to divine revelation, the nature of God, the nature of humanity, and the problem of sin. One semester per hour.

**MINISTRY 1121, THE INTERPRETATION OF THE BIBLE FOR PREACHING AND TEACHING.** A study of the principles and methods of Biblical interpretation. Attention will be given to the application of these principles and methods to particular Biblical passages. One semester hour.

**MINISTRY 1122, THE PREPARATION OF SERMONS AND BIBLE STUDIES.** A study of expository Bible teaching and sermon preparation. Attention will be given to the nature of preaching and to the diversity of sermon forms. One semester hour.

**MINISTRY 1125, CHRISTIAN FORMATION,** An introduction to the historically practiced habits and disciplines that are exercised to help Christians to grow in Christ-likeness. Attention will be given to the doctrine of sanctification, personal spiritual formation, and on leading others toward spiritual formation. One semester per hour.

**MINISTRY 1126, INTRODUCTION TO MISSIONS.** An introductory study of missions with emphasis on the Biblical and doctrinal basis of missions. Current and future strategies will be analyzed and a personal mission statement will be formulated. One semester hour.

**MINISTRY 1127, LEADERSHIP AMONG MINISTRY VOLUNTEERS.** A study of leadership in the context of ministry. Attention will be given to the role of volunteer leaders in ministry. Strategies for enlisting and training volunteer leaders will be formulated and analyzed. One semester hour.

**MINISTRY 1128, CHURCH ADMINISTRATION,** This course will introduce students to foundational aspects of church administration including budgeting, planning and leading meetings, coordinating ministry events, and risk management. One semester per hour.

**MINISTRY 1130, CHRISTIAN DOCTRINE II,** A continuation to the introduction to the major features of the Christian theology. A special focus will be given to the person and work of Christ, the Holy Spirit, salvation, the church, and the last things. One semester per hour.

**MINISTRY 1131, INTRODUCTION TO CHRISTIAN HISTORY.** An introductory study of the significant people and events in Christian history. One semester hour.

**MINISTRY 1133, DEACON MINISTRY,** This course is an explanation of the essential work of deacons in the life of a healthy church. Special focus will be given to the proper work of deacons, the qualifications to serve, and how deacons can bless a church. One semester per hour.

**MINISTRY 1134, PASTORAL COACHING,** An introduction to the ministry of pastoral coaching. This course will focus on developing a short-term structure for one-on-one pastoral coaching. One semester per hour.

**MINISTRY 1135, WORSHIP MEDIA TECHNOLOGY,** Examines multiple media resources and technology applications used in corporate worship. Students will study and apply concepts of live and studio audio/visual equipment and programs. One semester per hour.

**MINISTRY 1137, LEADING CHANGE.** An introduction to leading change in a Christian setting through strategic planning. This course will focus on a flexible framework for change that will emphasize a mission, values and vision for the future