

Indiana State University

2005 - 2006 Academic Annual Report

Department of Theater

Year in Review

Accomplishments

As you have heard, increasing public awareness of Indiana State University's accomplishments is crucial to building student enrollment, influencing policy makers, and developing a place of pre-eminence in the Midwest. What do you consider to be your department's accomplishments for the 2006-2007 year that will contribute to this effort? [Please list in priority order and limit to no more than 8.]

In August, on the invitation of the prestigious Yeats Society, SummerStage was invited to Sligo, Ireland, William Butler Yeats' childhood hometown, to present its production of *SWORD AGAINST THE SEA*, an adaptation of William Butler Yeats' Cuchulain Plays and Poems by Artistic Director Arthur Feinsod in the city's largest theater, the Hawk's Well Theatre. Sponsored and supported by a grant from Phyllis and Ned Turner, the play was performed before a sell-out crowd of 600 people, including some of the most celebrated Yeats scholars in the world, who were attending the Yeats International Summer School. The production was given a very positive reception there. Written and developed for the SummerStage 2004 season and produced as a world premiere by SummerStage, *THE BRAND NEW LUCKY DIAMOND HORSESHOE CLUB*, written and directed by Trinidadian theater artist Tony Hall, with music and lyrics by internationally acclaimed calypso artist David Rudder, was presented in February 2006 at Queen's Hall in Port-of-Spain, the largest venue for performance in the West Indies. ISU student AJ Davis, who performed in the Terre Haute premiere, participated as Leader of the Chorus in the production in Port-of-Spain, where he was a student this past spring semester in the Trinity-in-Trinidad Program administrated through Trinity College in Hartford. In November, the Department of Theater produced *LEAVESAKES*, a full-length play written by Rachelle Martin when she was an ISU senior theater major in an Advanced Playwriting class. The production, directed by Theater Chair Arthur Feinsod, was entered as a Participating Production for KC/ACTF Region III where it was invited to the Regional Festival in Normal, Illinois in January. Only nine out of 59 productions that were entered throughout the five-state region were so invited. Only two full-length student-written plays were invited. The Kennedy Center American College Theater Festival has been in existence for almost 40 years. Last year more than 1400 productions were entered for the annual competition involving more than 200,000 students nationwide. Region III -- comprised of Illinois, Indiana, Ohio, Wisconsin and Michigan -- has the largest participation of all eight regions. In January, 1,850 university theater students and faculty attended the Festival in Illinois, the largest attendance in KC/ACTF history. Last year, the competition among Participating Entries at KC/ACTF was similarly intense and *MECHANICS OF FLIGHT* by ISU undergrad Jonathan Golembiecki, directed by ISU undergrad Andrea Swift, was one of less than a dozen plays selected for that Festival. In Region III, the largest participating KC/ACTF region in the country, no other school had back-to-back full performances of new student-written plays, and although we are always competing against MFA and Masters playwrights at KCACTF, both of the ISU productions selected by KCACTF were written when Jonathan and Rachelle were undergraduates in our Playwriting Program. Based on the performance at the Regional Festival and the play as written, *LEAVESAKES* was nominated for the National Student Playwriting Award. It was the only play by an Indiana playwright and one of two from Region III that was so nominated. Thirteen plays were nominated nationwide. Although *LEAVESAKES* did not win that award, *LEAVESAKES* did win a

playwriting competition set up as a collaboration between ATHE (Association for Theater in Higher Education) and KC/ACTF. ATHE, an association made up mostly of professors of theater in higher education as well as graduate students, is described on its website as follows: The Association for Theatre in Higher Education, the largest professional organization of its kind in the United States, actively supports scholarship through teaching, research and practice and serves as a collective voice for its mission through publications, conferences, advocacy, projects, and collaborative efforts with other organizations. The Association's 1,800 members include post-secondary faculty in theatre and related fields, graduate students, and theatre and performance artists in universities, commercial venues, and community-based and alternative theatres. Organizational members include theatre departments at colleges and universities, training conservatories, and many theatres. Every year at KC/ACTF, numerous plays within each region are submitted in the ten-minute play and the one-act play categories. Submissions are not only from undergraduate playwrights, but also from MFA and Masters playwrights from all over our five-state Region. Generally six plays, out of a very large number, are selected from each category. Over the last five years, Indiana State University has had a play selected to be publicly read in the one-act play category. Every year since 2003 one of our playwrights has won first, second or honorable mention. At this year's Festival, Karl Barnebey won second prize for his play THE CAPTAIN AND THE SWEETIE. At last year's Festival undergraduate (2005) theater major Steven Yeagley's RED MOON won second prize. The year before that (2004) George Potter, who took two playwriting classes in the Theater Department, won second prize, and in 2003, Theater Department graduate student Jonathan Myers won first prize for his play about Eugene V. Debs, also in the one-act category. No university in Region III has come close to our record of accomplishment in the one-act play category over the last four years. In two categories of new-play recognition in the New Play Program of KC/ACTF -- the one-act play and fully-produced student-written play categories -- no university in Region III has even come close to our level of success in the last three years. Department Production Manager and Lighting Designer David Del Colletti, who also is the Producing Director of SummerStage, was recently presented with lifetime service awards by both USITT, the largest professional organization for theater design and technology in the USA and Canada, and at KC/ACTF. At the Regional Festival of KC/ACTF in Normal this January, David was one of only two professors throughout Region III to receive this recognition in the form of the Gold Medallion Award, the highest award KC/ACTF offers. Our singular record of achievements at KC/ACTF in playwriting, particularly the recognitions for Leavesakes, as well as the Gold Medallion for David Del Colletti, was the primary reason why Dean Myrna McCallister and the staff at Cunningham Library selected the Theater Department to be honored with a special reception earlier in March. David later on went on to win a President's Medallion at Indiana State. Under the leadership of theater faculty member Peter Papadopoulos, the ISU theater department founded and is administering the Midwest High School Playwriting Competition. Each year we choose three winners and the three are offered a C and P Scholarship if they can win unconditional acceptance to Indiana State University and are given a professional reading by our Crossroads Repertory Theatre actors. Their families are invited in July to attend the reading with them and they will receive responses to their plays from two Artistic Directors: one from our very own Crossroads Rep and the other from the Algonquin Productions in New York City, which specializes in developing new plays. This competition reinforces our position that the ISU Theater Department occupies the pre-eminent place for playwriting in the Midwest.

Research and Scholarship

What is your assessment of accomplishments in the area of research and scholarship that is focused primarily on contributions to practice and discipline-based scholarship? Are you satisfied overall? In which areas do you feel your department does particularly well? In which areas do you feel your department needs to improve?

The most important research and scholarship in our department occurs through Crossroads

Repertory Theatre, where most of our faculty participate in mounting professional productions with the aid of other theater professionals from around the country and the world. Dr. Christopher Berchild continues to produce and present papers at national and international conferences in the area of Irish theatrical performance where he is a recognized authority; he has presented his research in the Czech Republic and at universities throughout the United States. Peter Papadopoulos has had his latest play, *LAST LOVE*, accepted for publication both in Playscripts Inc. and Algonquin Plays: Volume One. Monologues from this play will be published in *AUDITION ARSENAL FOR MEN IN THEIR 30s* by Smith & Kraus, October 2005. Julie Dixon will be presenting her leading role in *MEMORY HOUSE* at the Phoenix Theatre, the Indianapolis number two professional theater after presenting it here in Terre Haute; and Linda Janosko continues to design throughout the state of Indiana besides doing virtually all designs for Crossroads Rep and the academic year. David Del Colletti continues to be recognized by theater organizations for a lifetime of service; as mentioned earlier in this document, he has won prestigious awards at KC/ACTF (Gold Medallion) and at USITT (Lifetime Achievement Award) over the last two years. Once again, *SWORD AGAINST THE SEA*, Feinsod's adaptation of the Yeats Cuchulain poems and plays, was invited to perform at the Yeats International Summer School where it was performed before Yeats scholars from all over the world. The fact that it was well received in Yeats own hometown is no mean achievement. Several articles in Sligo newspapers were written praising our visit and our daring work. Feinsod's monologue/play *DIGGING OUT IN PADUA* was used in a contest in Idaho and the actor doing my piece won first prize. Arthur Feinsod also finished a new ten-minute play, *JULIET AMONG THE SWANS*, which will be read as part of the Crossroads season and be submitted to various short-play competitions and anthologies in the fall. Two of the Theater Department's scholar/artists have been recognized as Promising Scholars at ISU. Chris Berchild will be doing a production of an Irish play first in Terre Haute and then at St. Patrick's Cathedral in Dublin. Sherry will use her funding to continue her work with *FUSION*, through which she has made important links to the community through Ryves Hall and Catholic Charities. In sum, we are thrilled that we have been able to use our work inside and outside the classroom and on and off the stage to distinguish ourselves and position ourselves as one of the finest theater programs in the Midwest, especially in the area of playwriting, as evidenced by our continuous accomplishments at KC/ACTF over the last five years.

Grants, Contracts & Off Campus Professional Service

What is your assessment of accomplishments in the area of grants, contracts, and off campus professional service? Are you satisfied overall? In which areas do you feel your department does particularly well? In which areas do you feel your department needs to improve?

We have been successful at winning grants from the National Endowment for the Arts via the Indiana Arts Council via Arts Illiana over the last five years. These grants have supported us in our four-year International Initiative plus next year's Cross-Cultural Initiative, which we hope to run for four years. In addition, we have managed to attract sponsorships from local businesses or philanthropically inclined individuals and opening night sponsorships from restaurants for all our SummerStage and Crossroads Repertory Theatre shows for the summer 2005 and 2006 seasons. Terre Haute Savings Bank has paid for the printing of our tickets over the last two years. Moreover, we instituted Crossroads Rep charter members this year (with \$1000 donations) for those who want to support the mission of Crossroads Rep by virtue of the success of SummerStage in its 40 plus year history. We now have twenty individuals or couples who have given us their nod of approval through their charter membership. We also have over a hundred subscribers to this summer's Crossroads Repertory season. Last summer (2005) Ned and Phyllis Dye Turner granted us \$20,000 to enable us to take *SWORD AGAINST THE SEA* to the Hawk's Well Theatre in Sligo, Ireland, where it was so successfully received. Crossroads Rep (and formerly SummerStage) has been our easiest way of raising money for activities of the Department of Theater. We hope in the future to attract new streams of support not only for Crossroads Rep but also for academic year productions.

Last summer, three of our faculty members received ISU International Travel Grants to go to Ireland; this year, two of our faculty members, Chris Berchild and Sherry McFadden, won Promising Scholar Grants from the University. We feel fortunate to have two faculty members out of seven winning this prestigious recognition from ISU; I suspect that we are one of the very few departments to win multiple recognitions for our promising scholars. David Del Colletti, Sherry McFadden and Linda Janosko continue to be recognized for their professional service through USITT and KC/ACTF. Sherry was chosen to be on the elite selection committee for the 2006 Festival in Normal, Illinois and David Del Colletti, as already mentioned, won a Gold Medallion from KC/ACTF for his years of distinguished service as he had from USITT last year. This spring he also won the Presidential Medal for his outstanding work here at Indiana State University. Linda Janosko continues to provide quality professional service to both of these organizations and has for many years. She and Peter Papadopoulos were recognized in April by the Cunningham Library for their personal accomplishments in research, scholarship and professional service. Indeed, our entire Department was recognized for its KC/ACTF accomplishments by Cunningham Library in March; we were the first whole Department to receive such an honor.

Teaching

We would like to highlight innovative approaches to teaching. Has your department developed any pedagogies or practices you'd like to share with us? Please describe briefly.

A way to gauge course quality is by comparing average SIR scores as a Department to that of the University and the College of Arts and Sciences. Here are samples from the last five semesters in the categories of active learning, challenge and overall quality: 33 This course actively 36 I was challenged 40 Rate overall quality involved me in my learning by this course of instruction F03 ISU 3.69 3.60 3.94 CAS 3.68 3.60 3.97 TH 4.28 4.01 4.14 S04 ISU 3.74 3.66 3.98 CAS 3.73 3.68 3.98 TH 4.22 4.18 4.23 F04 ISU 3.69 3.60 3.93 CAS 3.69 3.62 3.97 TH 4.21 3.88 4.09 S05 ISU 3.74 3.65 3.97 CAS 3.75 3.67 4.01 TH 3.92 3.78 3.89 F05 ISU 3.69 3.62 3.92 CAS 3.69 3.67 3.93 TH 4.29 4.08 4.14 As you can see from the data for the last five semesters, we exceeded the averages for both the College and the University as a whole in 14 of 15 categories.

Course Scheduling/Enrollment Management

What have been your greatest challenges in scheduling courses to meet student needs this year? How were you able to overcome them?

One of our greatest challenges is to find a way so that our courses don't compete with one another. We have also had too many courses concentrated in certain popular blocks. This is because we try to stay away from early morning time blocks because of our late night rehearsals; to ask our students to rehearse until 10:00 or 11:00 and then to be there at 8:00 in the morning with everything read and prepared is asking too much. Still, we have tried our best to be good citizens and follow the Ann Rider plan and not fill the same blocks until all the others have at least one course in them. We did find that, following that plan, did enable us to have a better spread throughout the week.

Outreach

What are the outreach opportunities for your discipline? (non-traditional modes of delivery and timing, etc)

Because quality theater instruction depends so strongly on person-to-person contact, we have not done anything to encourage distance or web-based learning opportunities.

Strategic Initiatives

Development Activities

What steps have you taken to support development activities in your department? How can your efforts be supported?

We need an overhaul and renovation of the New Theater and can use help in finding a donor to help us achieve that. We are in the top rung of universities achieving success at the Midwest region of KC/ACTF and yet we are at the lowest rung among our peer institutions in terms of theater space, equipment and other physical resources. This needs to be seriously addressed in the new Capital Campaign. The New Theater is an ideal naming opportunity and it is hoped that someone in Development will take up our cause and pursue the renovation of the New Theatre as we enter the Capital Campaign. Another high priority for us is the renovation of the even-older Dreiser Theatre. The Scene Shop has a major ventilation problem. A saw-dust collecting system must be installed. A more costly need is to renovate entirely the entranceway to Dreiser Theatre. There is no lobby -- just a tiny hallway -- and it makes entrance to and exit from the Theater awkward and probably dangerous, in the case of a fire. We hope that the administration will deem this a priority as we enter into the new Capital Campaign.

Community Engagement I

Please summarize your faculty's efforts in community engagement this year.

Our biggest accomplishments have been through Ryves Hall and the Vigo County Juvenile Center. The Department of Theater has committed to work closely with Ryves Center, a social service organization under the auspices of Catholic Charities. In this past year, we have: 1) sent adjunct faculty member and ISU Theater graduate Jeff O'Brien to work with Jim Edwards to improve their equipment and help advise them in the purchasing new theater equipment. This was funded through Focus Indiana. Also through Professor Sherry McFadden and the Department of Theater, theater and dance classes have been offered to the teenage girls at Ryves Hall. Student Andrea Swift and dance faculty member Theresa McCullough have gone to Ryves Hall on a weekly basis to teach theater and dance classes. Recently Jim Edwards wrote the following e-mail to Sherry which she, in turn, forwarded to me: Sherry, I would be very happy to write a letter of support. I would also like to look at grants for Theater programs. I know that we can get them and this could get to be a fantastic program. I knew that if we could get the girls outside of the center they would see the "big picture" and get motivated. They certainly are motivated. They now want to perform what they have learned during half time at our basketball game this evening. They all agreed that last night's practice was fantastic and they were anxious to continue. When other girls heard them speaking they wanted to be included. I did tell them that it was too late for this but that they could be included during the next opportunity. I know that the girls love me. I love them also. In fact, I love all of the kids and that is why I am here. Within the group of girls you worked with last night were girls who have been homeless in the past year, some who were in foster care recently and whose parents are addicted to meth. There are a whole list of problems that these girls face every day and you are truly impacting them in a positive way. Our girls can't wait until next Wednesday. Jim After the production of A DAY IN THE LIFE OF..., we received a follow-up e-mail from Jim in support of our doing a special Crossroads Rep performance of YOU'RE A GOOD MAN, CHARLIE BROWN for the youngster and families associated with Ryves Hall: Arthur, I just wanted to write to express my appreciation for everything you, and the ISU Theater Department has done for our families. We have been open for almost twenty-four years and we have always wanted to provide our children experience with the theater. As you know over ninety-five percent of our children live in poverty. Many of these children suffer additional problems such as being a child of an addict, mental health issues, and homelessness. Often times these children and their families can not afford anything other than items needed for daily survival. Many of our families have parents who have dropped out of school. Illiteracy is a problem that we face every day. It is our hope that by offering new opportunities to our children they will be motivated to grow into positive adults. I am attaching a spreadsheet that

will show you the number of children that we work with and some of their specific problems. In 2005 provided services to over 1700 different children. I am also attaching a few letters from our children and parents. Hopefully this information will help you understand the need that our children have to improve their lives. I have also attached a survey in regard to the number of children who have had a parent who has been incarcerated. In closing I would like to thank you for your efforts. Since our field trip to the ISU Theater for the Thanksgiving performance until last semester when our children participated in the Fusion dance performance, our children have grown and displayed a great desire to not only observe theater performances but also participate. I was able to video tape the Fusion show and place it on my computer. We made copies of the performance and gave the copies to each of our performers. It is amazing just how many children have come into my office and ask to see the Fusion show. Each girl that danced in the show brings their friends into the office on a regular basis to show off. I fully support your efforts to seek funding to improve our collaboration. James D. Edwards Director, Ryves Youth Center at Etling Hall 812-235-1265 www.ryveshall.org The culmination of this collaboration took place April 19-22, when Ryves Hall teenage girls joined actors and dancers in the final SpringStage production of the Theater Department's academic-year season. This show, entitled A Day in the Life Of..., was the premiere production of a new theater/dance/puppetry company, FUSION, established by Sherry McFadden, Theresa McCullough and Linda Janosko. The collaboration between our students and these ten teenage girls, who are from backgrounds described above in Jim's e-mail, has been a very rewarding and challenging experience for all involved and proves that making art together can be a most therapeutic and enriching community-engagement activity. In addition, for the second year we have sent ISU theater students as instructors to Vigo County Juvenile Center to conduct drama classes. Led by adjunct instructor and ISU Theater Department graduate alum Christina Summers, the students and Christina have conducted acting classes for the young detainees. These classes, funded both by Focus Indiana and, through Arts Illiana, Very Special Arts, culminate in presentations of scenes, improvisations and theater games, which have been attended by Superintendent Tanoos and other dignitaries from the Vigo County School System. Because of the success of this program, Christina Summers, along with ISU undergraduate theater major Ryan Niemiller, is developing a guidebook instructing teachers and drama students on how to develop similar programs in juvenile detention centers. It includes detailed descriptions of acting exercises, games and improvisations. Funding by Focus Indiana, this book is being prepared, designed and printed and then will be sent to Juvenile Centers throughout the state of Indiana.

Future Goals

Future Goals

The University is highlighting experiential learning, community engagement, and eminent programs as aspects of our campus that will attract students and resources. How is your department planning to contribute to these strategic initiatives in ways that will help ISU be recognized as a Pre-eminent University?

We will continue to position the Theater Department as a significant part of ISU's case as a pre-eminent University. We will continue to do that through our involvement with KC/ACTF, with whom we have become a major player over the last five years. As already mentioned we are now the number one mid-west university in terms of accomplishment of our undergraduate playwriting students since November, 2001 when PERFORMING OUR LIFE was selected to advance to Festival. We hope to build on that record of outstanding achievement. We distinguished ourselves with MECHANICS OF FLIGHT by ISU theater undergraduate Jonathan Golembiecki in 2004/2005 and LEAVESAKES by then-theater undergraduate Rachelle Martin in 2005/2006. Other winners in the one-act play category over the last few years have been Steve Yeagley, George Potter, Karl Barnebey, and Jonathan Myers. We will continue to submit our plays so that we can keep building

on this considerable recognition. We will continue to teach our students through participation with professionals in the Crossroads Repertory Theatre summer season of repertory performances. The recognition of our outstanding work has spread to Germany where we toured our summer productions in May 2004, to Ireland where we toured a production in August 2005 and, hopefully, to Indianapolis, where we will be performing MEMORY HOUSE as part of a co-production we have with the Phoenix Theatre, the number-two professional company in Indianapolis. Through all these means we are becoming recognized outside Terre Haute: regionally, nationally, and internationally. We are planning a co-production with a company in Washington D.C. for summer 2007 and hope that we will showcase our work there after presenting the production here in Terre Haute. Over the next four years we intend to engage Crossroads Rep in a Cross-Cultural Initiative whereby we partner with theater artists from underrepresented American theater communities: in 2007, African-American theater artists; in 2008, Deaf Americans; in 2009, Hispanic-Americans; and in 2010, Asian-Americans. Like the International Initiative, we hope to use theater as a cultural crossroads, whereby artists can work together across cultures and grow in the process. We believe that our students, as well as our participating professional performers and technicians, will gain invaluable skill and experience in these exchanges, just as they did with the International Initiative between summer 2002 and summer 2005. We have already received a grant from Arts Illiana supporting our summer 2007 production of GOSPEL AT COLONUS, which will bring together white and black gospel singers to present this wildly popular piece from the 1980's. In the upcoming academic year, we also plan to continue engaging with the community through: the Hate Crimes Conference in October, Human Rights Day in April, as well as the Vigo County Juvenile Center and Ryves Hall throughout the coming academic year. Our students will be better prepared as theater educators and professionals through using theater to serve their community. We have an outstanding faculty of seven, all of whom are known in both academic and professional circles. We are a cohesive dedicated group of professionals, all of whom work long hours to make sure our students perform at the highest level possible. We plan to continue doing this outstanding work in the year to come.

Feedback

This section is to allow you to share your ideas for enhancing enrollment or dealing with budget and other challenges facing the administration.

As I (Arthur Feinsod) look over the last year, I see some promising indications as well as some disturbing trends. As a basically positive person, I cling to the positive as much as I can and build on it, but I do need to articulate my concerns at a very troubling direction we are taking in relation to the arts at Indiana State University. It is my strong feeling that program prioritization is a very dangerous approach in general for a university to undertake, especially for the arts and the humanities, which have traditionally been less than efficient but absolutely necessary to the life of the university's and city's culture and desirability. Having lost two chairs in the arts in two years and having no faculty to replace retiring faculty in any of the areas of three-dimensional art (ceramics, sculpture, etc.) and not having a tenured faculty member to teach music theory shows that the arts are not a priority here at ISU. I came to ISU because I felt it was an arts-friendly university in an arts-friendly city, but I have become increasingly concerned at the deterioration in both areas. We have lost four very fine young artists/arts administrators in the greater arts community in the last two years (people like Nathan Ritchie, Matt McNichols, Kaz McCue) and those who remain are very discouraged by the lack of interest, funding, participation, and moral support -- both in the city and the university. The loss of the humanities program just after I arrived and the fact that the honors program is in complete disarray with no firm idea of how to renovate it trouble me no end. I feel that we are moving more and more away from the liberal arts here at ISU and more and more toward vocational training under the guise of "experiential learning." I think the administration should assemble an arts task force of both university and city artists and arts supporters to discuss how to

turn this dire and deteriorating situation around. Program prioritization has been demoralizing for all the arts faculty; it feels that it is inherently antithetical to the flowering of the arts and humanities. I don't know how we can continue to recruit arts students from secondary schools, without dishonesty, into programs that are being dismantled or left untended in fundamental ways. As for capital campaign, I went to meetings in spring 2005 where a majority of us voted our priorities and I left those meetings relieved that the New Theatre, for example, was a priority and that the attending faculty knew how urgent it was to have a vibrant theater building and program, only to find out later that it had fallen off the university priority list for the capital campaign. I know that my faculty is working ridiculous hours all year round between our academic year obligations and those of Crossroads Rep (formerly SummerStage) during the summer. I don't know how we can work any harder and I feel that we are swimming against a very swift current. We are tired and we don't feel we are getting anywhere. It was also very discouraging to my faculty when we learned that all our curriculum innovations, which we have been working on for the last three years, have been rejected by Academic Affairs and that all our efforts to become accredited by NAST have been curtailed from the same office. The arts are always vulnerable at times of financial stress though the arts have always attracted defenders who have protected them and enabled them to endure. There seem to be all-to-few protectors of the arts right now at ISU and in Terre Haute and that worries me. But there are positive and hopeful signs, too. We have been very fortunate that the University, despite its financial woes, has not taken away anything from our summer subsidy that enables us to do professional theater in June and July and for that we are greatly appreciative. We also so appreciate the fact that the President, the Provost and the Dean enabled us to use one-time dollars to purchase new risers for the New Theatre. This has given our main summer theater a safer and more aesthetically pleasing look to accompany the professional-quality productions that we are happy to share with our audiences. These acts of generosity and support give me encouragement when I consider the fate of the arts at ISU and in Terre Haute and look forward to building on these positive indications as we contemplate our future directions.