February 25, 2019

President James E. Ryan
Madison Hall
University of Virginia
Charlottesville, VA 22904-4224

Dear President Ryan:

What an amazing journey. Our diverse group quietly and tentatively came together four months ago, many as strangers to one another, to answer your call of determining the highest priority issues the University of Virginia and surrounding communities could address together. Much to our delight, we now consider ourselves a tight-knit and cohesive group, growing in our mutual respect and admiration for one another. We believe our experience of coming together – University and community – with a shared purpose that blossomed into the shared vision we present to you today, epitomizes what is possible when relationships are fostered and trust grows. To strengthen the relationship between the University and its neighboring communities, we must start with a bold vision, developed in partnership, converted into action, and carried forward with a commitment to invest and be accountable for results that improve the lives of people.

Enclosed, please find a report that starts the process of creating progress through partnership.

We understood from the outset that we cannnot possibly speak for every single community member. And yet, we feel confident that our report aggregates much prior work and thousands of voices from diverse communities, represented at the University and populating the surrounding region. We strove for representation that reflects the people who most need to be heard.

Identifying the highest priority issues was the easier task. The harder challenge lies ahead. As we heard during our engagement work and learned from the survey we broadly circulated, the promise of progress cannot be fully realized or trusted unless institutional accountability becomes the University of Virginia's guiding light. We strongly encourage the creation and cultivation of a University culture that truly values authentic partnerships, quality of care, work, and volunteerism and where institutional accountability permeates throughout. At its core, this means valuing the people and partnerships that help the University thrive and strengthening the bonds between them. This means accelerating action on the pressing issues ranked in our enclosed report, and having guiding principles for that work that reinforce shared accountability and reciprocal benefit.

As you said when you first brought us together, the time is right. The time is right to bridge the University community with the communities that surround it and to chart a bold new direction— together. We are here to be in your service to begin a legacy of inclusion, equity, trust and justice within both the University and surrounding communities.

It's been an honor to serve, and we thank you for creating this initiative and giving us the opportunity to work together. In your own words, let's strive to have a university and a community that's not just great, but good!

Yours in Partnership,

Elizabeth Beasley	Toccara Nelson
Harold Folley	Ridge Schuyler
Bonnie Gordon	Lorie Strother
Brennan Gould	Erika Viccellio
Charlene Green	Juandiego Wade
Denise Johnson	Michael Williams
Mark Lorenzoni	Amanda Williford
Cristine Nardi	Barbara Brown Wilson
Louis Nelson	

Introduction

In your charge to us, you shared that "[o]ne of my priorities as UVA's president is to strengthen the University's relationship with the Charlottesville community."

You spoke, and we listened. And we listened to the community, and to each other. What we heard is summarized in this report.

The University of Virginia and the community can forge a stronger relationship over the next five years with strategic, cooperative, and results-oriented action in the following areas, ranked by priority:

1. Jobs and Wages
2. Affordable/Workforce Housing
3. Public/Equitable Healthcare
4. Youth/Education

The Working Group identified these ranked priorities through a three-pronged approach. We drew on decades of research and reports, were informed by our own experience, and were guided ultimately by the results of a multi-faceted public engagement effort outlined below.

Further, we offer three recommendations for creating the best long-term structure for developing solutions in these priority areas in the near term and strengthening the University-community relationship over the long term:

1. Ensure significant University investments to support collaborative action in partnership with affected communities that reduces inequities in jobs and wages, housing, healthcare, and youth education
2. Establish a new Vice President of Community Partnership (VPCP), overseeing a newly-established Office of Community Partnerships and Social Impact (OCPSI)
3. Found the Equity Institute to infuse principles of accountability and responsible community partnership throughout the University

Engagement Process

Our multi-faceted engagement approach included an electronic survey distributed through various channels, one-on-one conversations, in-person conversations at public gatherings, and focus groups.

We made the priority-ranking survey widely available by distributing it through more than 75 channels, conducting media outreach to raise awareness, and sharing it with all regional governments and school districts. We also sent the survey to University faculty, students, employees, and contract workers. We talked to people in barber shops, in libraries, and at five public gatherings to engage people face-to-face. We held in-person meetings with constituencies who found the digital survey a barrier. See *Appendix A* for a full list.

With intentionality, we ensured that the priority-ranking survey reached low-income residents, who are also disproportionately racial and ethnic minorities and experience the worst community outcomes in most quality of life areas. Two members of our Group also held focus groups with the University Staff Senate, staff working in Recycling, Grounds-keeping, and Housekeeping, as well as Aramark/Contract employees from across Grounds. We also coordinated with the Albemarle-Charlottesville Regional Jail to implement the survey with a random sampling of 100 currently-incarcerated community members.

Our engagement highlighted an issue that is essential to note: our one community is in truth also many communities, whose perspectives have been shaped by their distinct lived experiences.

Survey and Results

The survey was designed to be simple and quick, and to result in a ranked list of priority areas from respondents. During the three weeks the survey was live, we received more than 3,000 responses through our robust engagement approach, which also captured feedback from focus groups and other interactions. We made the survey available in English, Spanish, and Arabic. It provided seven focus-area options with definitions and relevant community statistics, and asked respondents to rank their top three. The survey also allowed space for people to share additional comments. See *Appendix B* for the full survey.

The survey achieved a representative sample for the region in terms of race, but oversampled higher-income populations. We weighted results to reflect the demographic make-up of the Charlottesville Metropolitan Statistical Area. All demographic groups agreed with the top four priorities.

A detailed report of the survey results, including trends that appeared in the additional comments, can be found in *Appendix C*. A detailed report of the focus group and in-person feedback can be found in *Appendix D*.

Ranked Priority Areas Defined

Jobs/Wages: The University should provide a living wage for all its employees and contract workers, and partner with the community to foster work environments where marginalized populations (e.g., people of color, women, economically disadvantaged, etc.) can move upward and seek promotion opportunities at the University and across the region.
- Nearly 2,400 University employees make less than $15/hour ($30,000/year).[i] For context, a two-bedroom apartment rents for $15,900/year.
- More than 12,000 families in our region do not earn enough to meet their basic needs.[ii] One in five people earn less than $23,000 a year.[iii]
- Charlottesville is one of the most difficult places in the country for a person to climb the income ladder, ranking near the very bottom (3rd percentile) of localities in America.[iv]

Affordable/Workforce Housing: The University should partner with housing providers to help ensure there is safe, quality, affordable housing for all residents in the region.
- In Charlottesville alone, more than 3,300 people cannot afford housing, and that number is growing.[v]

- According to a 2018 housing needs assessment, those making $45,000 or less per year spend more than half of their income on housing.[vi]
- The region's average rent increased by 42 percent from 2011 to 2018, with residents experiencing a rent increase of 9 percent in 2017 alone.[vii]

Public Health Care: The University should partner with the plurality of communities that it serves to ensure all residents have equitable access to high-quality, affordable health care, including medical, mental health, substance use support services, and dental care. The University should partner with the community to support access to nutritious food and safe spaces for recreation.

- Life expectancies range from 73.6 to 84.4 years in the Thomas Jefferson Health District.[viii] According to the Health Inequality Project, a man in the Charlottesville area in the lowest income quartile dies nearly a decade sooner than a man in the highest. [ix]
- Local concern about the lack of access to mental health and substance use services prompted the Thomas Jefferson Health District to include that as a community health priority in its strategic plan.[x]
- The Thomas Jefferson Health District notes the prevalence of health disparities, reporting, for example, that low birth weight and infant mortality rates are higher for African Americans in the region.[xi]

Youth/Education: The University should partner with the community to help ensure our children and youth have equitable opportunities for high-quality educational experiences from birth through higher education.

- There are very few opportunities for low-income families to access high-quality education before four years of age. Our region has no Early Head Start Program. There are fewer slots than are needed for preschool services for children who are poor or near-poor.[xii]
- Charlottesville, like many school divisions, reports seeing "persistent achievement differences — often along lines of race and socioeconomic status — in areas such as standardized testing, diploma type earned, [and] enrollment in advanced classes."[xiii]
- As of 2017, the University of Virginia ranked among the least socioeconomically diverse public universities in the country: only 13 percent of University students received Pell grants.[xiv]

A detailed listing of all seven areas of focus offered in the survey can be found in *Appendix E*.

Institutional Accountability

As a foundation for trust, the Working Group believes, as expressed by one survey respondent, that "[*i*]*nstitutional accountability is a critical issue to invest in and… should be addressed no matter what.*" We strongly recommend that the University establish institutional accountability as a bedrock principle. On this foundation, the University can realize its enormous potential to be a partner and anchor for social change in the region.

To be a partner and anchor for social change, however, requires the University to hold itself accountable for past wrongs and current inequities. This includes engaging in fact-finding and truth-telling about exclusionary practices at the University—both past and present—related to race, gender and disability. An honest reckoning, though difficult and too easily avoided, is the only way to build the trust that undergirds any partnership for progress.

Institutional accountability thus demands that the University create a more intentional and comprehensive approach to identify and address past and present wrongs, while fostering deeper, more meaningful community partnerships in the future. See *Appendix F* for specific activities and practices for laying a strong foundation for institutional accountability across the University.

For partnerships to flourish, the following guiding principles are essential, allowing us to align, mobilize, and leverage community and University resources to make a meaningful difference in the lives of people:

- **Partnerships grounded in equity**. Members of both the University and the community have the opportunity to co-create goals and expectations that produce equitable results in the community.
- **Partnerships that are community-centered**. University engagement is in response to community-identified priorities and focused on matching University resources and expertise to those of community partners working to address the priorities.
- **Partnerships that foster long-term relationships**. There is a "One Door" principle for community engagement so that it is clear to all community members how to connect with the University, to understand its assets, to co-create partnerships, and to ensure that the focus is on stewarding ongoing community relationships beyond a particular project.
- **Partnerships built on cultural humility**. Community members are recognized as active agents, who are experts, with deep knowledge about their communities and practices, rather than as sites of academic exploration or the passive recipients of University expertise.
- **Partnerships that prioritize progress and results**. The University is accountable to its community partners for mutually agreed-upon progress and results. Aspirations are not actions. Reports are on paper; actions are on the ground.

*Principles adapted from University of Michigan's [Edward Ginsberg Center](#)

Recommendations: Making the University Both Great and Good

Guided by the principles of institutional accountability and progress, we recommend that the University of Virginia aspire to be *a part of* the community, not *apart from* the community. The University's sphere of impact and influence is broad, including: the city of Charlottesville, the counties of Albemarle, Buckingham, Fluvanna, Greene, Louisa, Nelson, and Orange, as well as the whole of the Commonwealth. **We make the following recommendations:**

- **Ensure significant University investments to support collaborative action in partnership with affected communities that reduces inequities in jobs and wages, housing, healthcare, and youth education.** It is important that these investments include financial resources, and that they are determined and implemented in partnership with community stakeholders in order to ensure mutually beneficial results.

- **Appoint a Vice President of Community Partnership (VPCP), overseeing a newly-established Office of Community Partnerships and Social Impact (OCPSI),** charged *to direct the requisite capital of the University—human, intellectual, fiscal, social—toward increasing equity and improved wellbeing across the region and beyond, through*

committed and reciprocal community partnerships, and to serve as a central clearinghouse for all university-community programs and initiatives. The new Vice President must have action-forcing authority within the University and, through publicly-reported metrics, be held accountable for the results to the community. The work of this office must have oversight by an Executive Council comprised predominantly of non-University-employed community members.

In *Appendix G*, we provide a more detailed outline of a potential framework that we believe will help this Office and overall effort to achieve success.

- **Found the Equity Institute to infuse principles of accountability and responsible community partnership throughout the University.** The founding and funding of the Equity Institute will demonstrate that the University values equity, community-centered decision making, long-term relationships, cultural humility, and evidence-based decision making and measurable results.

Summary

In its guiding Purpose, the University of Virginia defines itself by an "unwavering support of a collaborative, diverse community bound together by distinctive foundational values of honor, integrity, trust, and respect."

In collaborative partnership, this diverse community can thrive.

The University and the community can build a strong relationship on the firm foundation of institutional accountability by working together to increase jobs and wages, provide affordable and equitable housing, offer accessible healthcare, and deliver high-quality education to our youth.

Accomplishing this work requires the University to be both bold and humble—bold enough to make structural change inside and humble enough to accept new ideas from outside. Sustaining this work requires the University to make investments in people and places and partnerships, and to infuse an institution-wide commitment to inclusion and equity, trust and justice.

We stand ready to engage with the University in this work—the work of progress that enhances the lives of people.

The University and the community, like the past and the future, are "inextricably bound…We cannot walk alone. And as we walk we must make the pledge that we shall always march ahead." Dr. Martin Luther King, Jr., A March for Jobs and Freedom, August 28, 1963

END NOTES

[i] $15 / hour is at the low end of MIT's estimated wage range needed for a two adult + two child household in Charlottesville: http://livingwage.mit.edu/metros/16820

[ii] Orange Dot Project 3.0 Report, 2018:
https://www.pvcc.edu/sites/www.pvcc.edu/files/media/orange_dot_project_3.0.2018.online.pdf

[iii] Jordy Yager, Charlottesville's Affordable Housing Crisis, WMRA, http://www.wmra.org/post/charlottesvilles-affordable-housing-crisis#stream/0, (Feb. 19, 2018).

[iv] *New York Times,* The Upshot*,* The Best and Worst Places to Grow Up: How Your Area Compares (May 4, 2015). Retrieved from https://www.nytimes.com/interactive/2015/05/03/upshot/the-best-and-worst-places-to-grow-up-how-your-area-compares.html?_r=0. (Albemarle County is below average in helping poor children move up the income ladder, ranking 836th of 2,478 counties, better than 34% of counties.)

[v] Housing Needs Assessment, Socioeconomic and Housing Market Analysis, http://www.charlottesville.org/home/showdocument?id=62034 (April 4, 2018)

[vi] Emmy Freedman, Finalized Assessment Shows Charlottesville Faces Severe Housing Crisis, http://www.nbc29.com/story/38451048/finalized-assessment-shows-charlottesville-faces-severe-housing-crisis , (last updated June 30, 2018).

[vii] Bryauna Kralik, City Council Faces Uphill Battle with Affordable Housing, *Charlottesville Tomorrow*, https://www.cvilletomorrow.org/articles/city-housing-needs , (June 20, 2018); Orange Dot Project 3.0.

[viii] Thomas Jefferson Health District, Mapp2 Health Priority Indicators, accessed at: https://public.tableau.com/profile/thomas.jefferson.health.district#!/vizhome/MAPP2Health-ReduceHealthDisparitiesandImproveAccesstoCarePriorityIndicators/MAPPPriorityThree

[ix] *The Association Between Income and Life Expectancy in the United States, 2001-2014*. Available from https://healthinequality.org/data/

[x] MAPP2Health (December 2016) accessed at: http://www.vdh.virginia.gov/content/uploads/sites/91/2016/07/MAPP2HealthFinalSmall.pdf

[xi] MAPP2Health

[xii] Derek Chapman and John Morgan, Virginia's Biennial: School Readiness Report Card. Report prepared for the Virginia Early Childhood Foundation http://www.virginiareportcard.com (2018).

[xiii] Charlottesville City Schools, http://charlottesvilleschools.org/equity/

[xiv] Kara Voght, UVA's Troubling Past, *The Atlantic*, https://www.theatlantic.com/education/archive/2017/08/the-university-of-virginias-troubling-past/537615/, (Aug. 23, 2017). See also Stephen Burd, *Undermining Pell: Volume III*, *New America*, https://static.newamerica.org/attachments/12813-undermining-pell-volume-iii/Undermining-Pell-III-3.15bba9018bb54ad48f850f6f3a62a9fc.pdf, (Mar. 2016).

APPENDIX A: Working Group Outreach List

The online survey was sent through the following channels:

- 100 Black Men of Central Virginia
- 100 Black Women of Charlottesville
- Albemarle County School Board
- Albemarle County, Office of Equity and Inclusion
- Albemarle-Charlottesville Regional Jail
- Alliance for Black Male Achievement
- Alpha Phi Alpha Fraternity
- Blue Ridge Medical Center
- Center for Nonprofit Excellence weekly e-newsletter
- Central Virginia Health Services
- Charlottesville Albemarle Affordable Housing Coalition
- Charlottesville Albemarle Coalition for Healthy Youth
- Charlottesville Area Alliance
- Charlottesville Clergy Collective
- Charlottesville Coalition for Gun Violence Prevention
- Charlottesville Department of Social Services
- Charlottesville Food Justice Network
- Charlottesville Free Clinic
- Charlottesville Housing Advisory Committee
- Charlottesville Low Income Housing Coalition
- Charlottesville Public Housing Association of Residents
- Charlottesville School Board
- Charlottesville Youth Council
- Charlottesville/Albemarle chapter of the NAACP
- Charlottesville-Albemarle Early Education Task Force
- City of Promise
- City Schoolyard Garden
- City Workforce Advisory Council
- Community Health UVA Partnership
- Community Leaders of Color
- Community Mental Health & Wellness Coalition
- Community Reentry Council County Administrator
- Cville Pilgrims
- Disproportionate Minority Contact Steering Committee (Adult and Juvenile)
- Family Assessment and Planning Team
- Fluvanna County Inter-Agency Council
- Fluvanna County -Lake Monticello
- Gang Reduction though Active Community Engagement
- Greene Care Clinic
- Greene Agencies Coming Together

- Greenstone on 5th
- Heal Charlottesville Fund grant applicants
- Heal Charlottesville Fund Review Committee
- Human Rights Commission
- Immigrant Advocacy and Resource Coalition of Charlottesville/Albemarle
- Improving Pregnancy Outcomes Work Group
- Interfaith Movement Promoting Action by Congregations Together (IMPACT)
- Jefferson Area Coalition to End Elder Abuse
- Juvenile Justice Advisory Committee
- Literacy Volunteers of Charlottesville Albemarle
- Louisa County Inter-Agency Council
- Move2Health Coalition
- Nelson County Inter-Agency Council
- Network2Work
- Nonprofits throughout the region
- Olivet Presbyterian Church
- Piedmont Virginia Community College – Faculty, Staff, and Students
- Piedmont Family YMCA
- Piedmont Workforce Network
- Scottsville Area's Health Equity and Access Rural Region Coalition
- Sin Barreras
- Sistah Circle
- Suicide Prevention Awareness Resource Council
- Thomas Jefferson Area Coalition for the Homeless
- Thomas Jefferson Planning District Commission
- Thomas Jefferson Planning District Commission Newsletter
- Transgender Health Alliance
- Trauma Informed Network
- University and Community Action for Racial Equity
- University of Virginia - Faculty, Staff, and Students
- University of Virginia Health System – all employees
- University of Virginia Health System – External: Facebook Page, Instagram Account
- University of Virginia Housekeeping and Custodial Staff
- University of Virginia Landscape and Recycling Staff
- City Council, City Board of Supervisors, City Manager, all County Administrators (Executives) and key department heads in planning, economic development, community development, housing and recreation in the counties listed below
    - Charlottesville
    - Albemarle
    - Fluvanna
    - Greene
    - Louisa
    - Nelson

- School Division staff (Superintendents, assistants, assistant superintendent, and people at the division level) in the following localities:
  - Amherst
  - Augusta
  - Buckingham
  - Charlottesville
  - Cumberland
  - Fluvanna
  - Greene
  - Harrisonburg
  - Louisa
  - Madison
  - Nelson
  - Orange
  - Rockingham
  - Staunton
  - Virginia School for the Deaf and the Blind (Waynesboro)

Community Gatherings

January 20, 2019 – *Martin Luther King, Junior, Celebration*, Charlottesville High School

January 21, 2019 – *Continuing His Dream and Works,* Carver Recreation Center

January 22, 2019 – City Council Meeting, Charlottesville City Hall/Council Chambers

January 22, 2019 – Abundant Life Ceremony, Buford Middle School

January 30, 2019 – *Community MLK Celebration*, Paramount Theater

APPENDIX B: Survey

UVA-Community Survey

This winter, UVA President, Jim Ryan, convened a University-Community Working Group with this charge:

"One of my priorities as UVA's president is to strengthen the University's relationship with the Charlottesville community. Toward that end, I am forming a working group that, over the next few months, will assess UVA's collaborations with the community and determine the highest-priority issues for consideration, which might include wages, housing, education, health care, and other matters. The group will be charged to identify the issues but not to solve them, and also to think about the best long-term structure for developing solutions, possibly through the establishment of a more permanent council or board."

More details are available about the working group membership and its charge here: https://www.dailyprogress.com/news/local/uva/members-of-ryan-s-town-gown-working-group-named/article_1ac011c0-d32c-11e8-b9fe-73b0cbac5632.html.
The Working Group seeks feedback from community members, organizations, and coalitions to identify the highest-priority issues where the university and the community can work together over the next five years to promote a healthy community for all.   With this survey, as well as through face-to- face conversations across our community, the Working Group is asking community members, organizations, and coalitions to help prioritize these focus areas worthy of our collective effort in the next five years. Please share this survey widely.

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Q1 From this list, what are the top 3 areas of focus on which the university and community can partner to improve over the next 5 years? (1= highest priority)

_____ Affordable/Workforce Housing: UVA should partner with housing providers to help ensure there is safe, quality, affordable housing for all residents in the region. (1)
_____ Institutional Accountability: UVA, in partnership with the community, should create a university-wide system to hold itself accountable for past wrongs and to ensure an ethical, community-centered approach to engaging community residents and building local partnerships. (2)
_____ Jobs/Wages: UVA should provide a living wage for all its employees, and partner with the community to foster work environments where marginalized populations (e.g. people of color, women,

economically disadvantaged, etc) can move upward and seek promotion opportunities at UVA and across the region. (3)

_____ Law Enforcement/Criminal Justice Reform: UVA should partner with the community to address racial disparities in policing and support strategies to reduce recidivism. (4)

_____ Public Health Care: UVA should partner with the community to ensure all residents have equitable access to high quality, affordable health care, including medical, mental health/substance use support services, and dental care. UVA should partner with the community to support access to nutritious food and safe spaces for recreation. (5)

_____ Transportation: UVA should partner with the surrounding communities to implement a regional transportation system that meets the needs of all its residents. (6)

_____ Youth/Education: UVA should partner with the community to help ensure our children and youth have equitable opportunities for high quality educational experiences from birth through higher education. (7)

- -

Q2 Do you have other comments/clarifications on the list above?

_____

Q3 Are you filling out this survey on behalf of:

◯ Yourself (1)

◯ An Organization (2)

◯ A Coalition (3)

Skip To: Q7 If Are you filling out this survey on behalf of: = Yourself

- -

Q4 On which area does your organization/coalition focus primarily?

○ Housing

○ Institutional Accountability

○ Jobs/Wages

○ Law Enforcement/Criminal Justice Reform

○ Public Health Care

○ Transportation

○ Youth/Education

Q5 Please share links to any pertinent websites or documents that provide additional information on your efforts:

_____

Display This Question:

If Are you filling out this survey on behalf of: = Yourself

Q6 How many people are in your household?

○ 1

○ 2

○ 3

○ 4

○ 5

○ 6

○ over 6

Q7 Annual Household Income Level:

○ $0 - $30,000

○ $30,001 to $60,000

○ $60,001 to $90,000

○ $90,001 to $120,000

○ $120,001 or above

Q8 Race with which you most identify:

○ White

○ Black or African American

○ American Indian or Alaska Native

○ Asian

○ Native Hawaiian or Pacific Islander

○ Other

Thank you for participating in this process! If you have any questions please contact the working group co-chairs at Communityworkinggrp@virginia.edu or 434-243-5922 and check back to communityworkinggroup.virginia.edu for updates in early March.
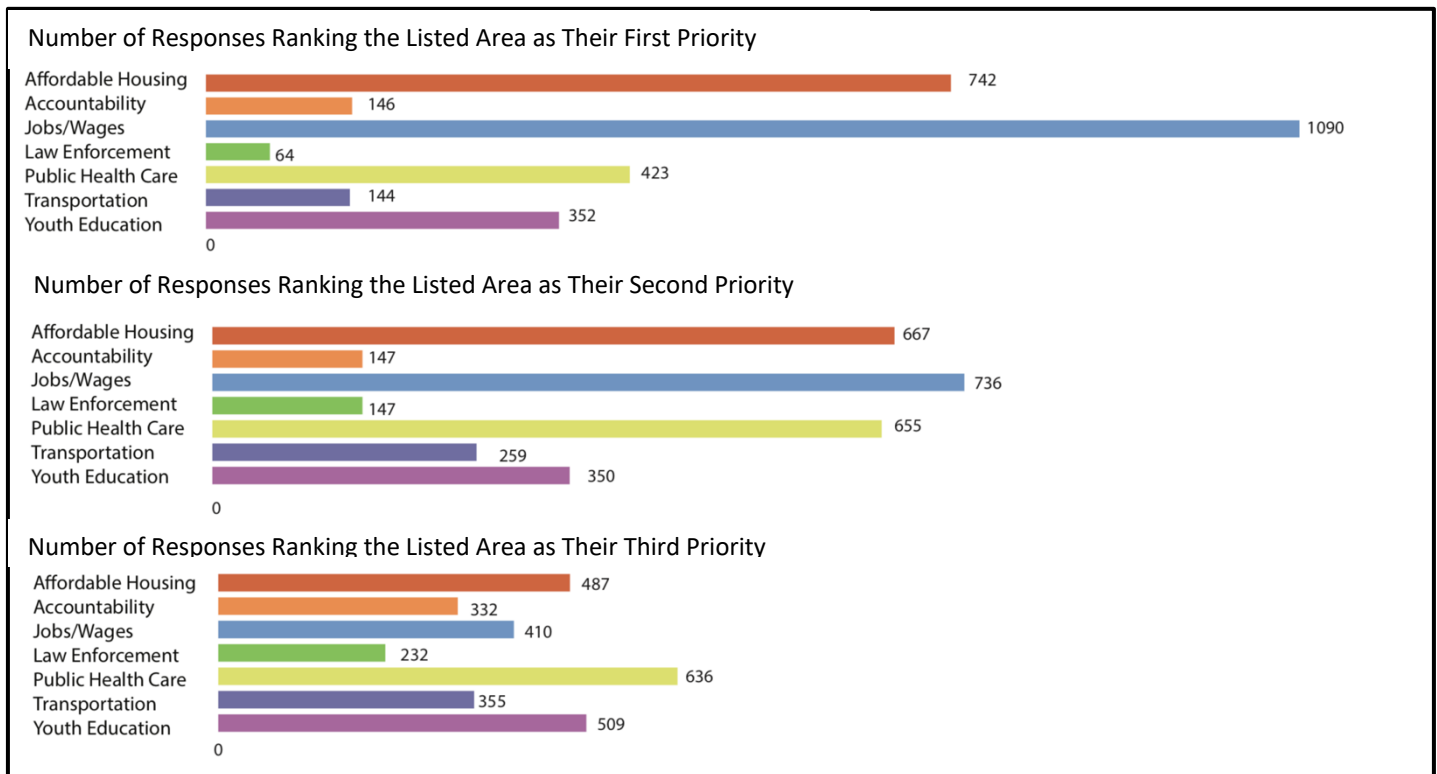
APPENDIX C: Survey Results

As noted in the report, the Working Group received over 3,000 responses to the priority-ranking survey. These responses were submitted online or collected through in-person meetings and focus groups.

The data relies on self-report demographic groupings and a convenience sampling of the region. During the survey, respondents were asked to select if they were taking the survey on behalf of an individual (95%), an organization (4.3%), or a coalition (.56%). The survey then branched to demographic information for individuals and subject matter information for the latter two options. For organizations and coalitions, respondents represented fields across the range of priority areas. Of the 130 respondents in these two categories, the majority of the respondents reported focusing primarily on: Youth/Education (34); Public Health Care (33); Housing (24); and Jobs/Wages (22). For those responding on behalf of organizations and coalitions, the survey also asked them to list any ongoing efforts about which the working group should be aware.

For individual respondents, the survey gleaned a representative sample for the region regarding race, but oversampled higher-income populations in our region. The analysis below weights results to reflect the demographic make-up of the Charlottesville Metropolitan Statistical Area. The most notable aspect is the relative agreement between the groups. All sub-demographics agree that the top four priorities are: 1) Jobs/Wages; 2) Affordable/Workforce Housing; 3) Public Health Care; and 4) Youth/Education. Although the total rankings fell in the order listed above across all income levels, respondents identifying as African American ranked Housing first and Jobs/Wages second.

Summary of Respondents' Ranking of First, Second and Third Priorities

Number of Responses Ranking the Listed Area as Their First Priority

Area	Responses
Affordable Housing	742
Accountability	146
Jobs/Wages	1090
Law Enforcement	64
Public Health Care	423
Transportation	144
Youth Education	352

Number of Responses Ranking the Listed Area as Their Second Priority

Area	Responses
Affordable Housing	667
Accountability	147
Jobs/Wages	736
Law Enforcement	147
Public Health Care	655
Transportation	259
Youth Education	350

Number of Responses Ranking the Listed Area as Their Third Priority

Area	Responses
Affordable Housing	487
Accountability	332
Jobs/Wages	410
Law Enforcement	232
Public Health Care	636
Transportation	355
Youth Education	509

As part of the survey, we solicited open-ended comments in order to ensure that key issues had not been missed and to allow respondents to provide qualitative information for the group to consider. Several themes emerged from these comments. The most prevalent theme expressed was that all of the priorities were important (e.g, difficult to rank, all important, all inter-related) (117 respondents). Relatedly, a prevalent theme was that institutional accountability should not be optional, was embedded within the other issues (over 50 respondents), and that understanding and addressing the historical contexts of these issues was critical (40). Many respondents wanted the University to house its own students and employees and to provide better parking (24). Respondents identified clean energy and attention to the environment as an issue that was not identified in the survey (22). A subset of respondent comments questioned why the University felt responsibility to engage in "socialist" behaviors or asserted that the University's role should be limited to educating students (72). Finally, some respondents commented that the decision-making power for these issues should be given to the community (20).

Raw survey data is available upon request.

APPENDIX D: Feedback from In-Person Meetings

January Community Gatherings

Working Group members attended 5 community gatherings and public meetings to engage face-to-face with residents. They asked questions regarding top priorities for University and community partnership. And they listened. Paraphrased here is some of what they heard expressed:

There is not one community; and that truth includes the African American community. There is a continued tradition of resilience and there are institutions in the Black community that have been pushing for social justice for two centuries. While younger local residents are willing—and perhaps even eager—to do a survey, the elders are wary. They have seen this before. They have heard this before.

It is long past time for the University of Virginia to do its part in racial reconciliation. Regret for enslaved labor is not enough; we must ensure fair wages for all employees today. Regret for the destruction of local Black communities is not enough; we must make affordable housing an institutional priority. Regret for eugenics is not enough; we must work collaboratively with local stakeholders to make sure families of color have access to the healthcare system they see advertised on social media and local television. Regret for massive resistance is not enough; as the leading public educational institution in the Commonwealth, we must put real resources toward making education better for all our children.

Meetings with the University's Low-Wage and Contract Workers

Overview: Working Group members conducted four focus groups to engage University staff and contract workers. They engaged 25 people from Housekeeping and Custodial, 25 from Recycling and Groundskeeping, 18 Aramark employees from a cross-section of worksites across Grounds, and 15 representatives from the Staff Senate. These employees were given time during their work day to meet the the Working Group members.

Purpose for Target Population: Focus groups focused on obtaining insight from the University's low-wage and contract workers, who are essential to its operations. Despite this critical role, low-wage and contract workers are often overlooked. The Working Group wanted to ensure these community perspectives were included in the survey and also helped shape an understanding of the work conditions at the University.

Format of Discussion: Working Group members met with Housekeeping and Custodial staff, Recycling and Groundskeeping, Aramark employees, and Staff Senate members on four separate occasions. Each discussion began by explaining the University-Community Working Group's background, each facilitator's role within the Working Group, and the purpose for meeting. Each session included an open-ended discussion about the survey. Employees then group-ranked survey choices in order of importance during the large discussion. After group-ranking survey choices, employees individually completed the survey.

Summary: Based on each large-group discussion, the first priority in improving the University-Community relationship for all employee groups was the issue of "Jobs and Wages", specifically

the University's implementation of a living wage for all workers. Two of the four groups ranked "Public Health Care" as their second priority, and three of four groups ranked "Transportation" as their third priority. "Affordable Housing" and "Youth/Education" were also ranked in meetings as top-three priorities for multiple groups.

Prevalent Themes: All four groups identified a living wage as the most pressing concern. Employees highlighted that even $15/hour wages do not ensure livable conditions in Charlottesville, and wages of contract workers were even less than those of University employees. All four groups also noted that in many cases, pay raises failed to cover the additional costs incurred while working at the University, such as parking fees. Groups noted that a living wage could "reduce the pressures of some of the other issues" listed on the survey.

Participants paired their concerns about low wages with the lack of workplace supports. For example, as the University increasingly moves toward digital workplace management, employees highlighted the issue of equitable access to vital workplace technology. Many employees discussed difficulties accessing and managing digitized workplace programs like WorkDay because they do not have smartphones or computers. Employees reported that the only way they could access the technology was by visiting their supervisor's office. Access to WorkDay is vital as it is the technology that employees must use to complete their timecards. Across the board, employees felt that upward mobility within the University was almost impossible, primarily due to inequitable access to promotions and workplace apprenticeship programs. Employees emphasized that this was especially true for people of color.

While not ranked as a top-three priority for employees in three meetings, all four groups raised concerns about transportation access. Employees described their difficulties using University public transportation for work travel during holidays and other periods. These difficulties arise; for example, because of schedule changes that result in the reduction of services, indirect bus routes, or bus scheduling that is incongruent with work arrival and departure times. As a result, employees report that they must walk greater distances to their job sites, spend more time waiting on bus arrival or riding on longer bus routes. Because of these difficulties employees report feeling as if the University's transportation system is "geared entirely to student schedules."

Parking availability and costs also were significant issues for all focus groups. Many employees discussed having to park in inconvenient locations, resulting in walks of long distances to get to their job sites. Furthermore, because parking costs are so prohibitively high, employees from all groups discussed their inability to park in closer, on-Grounds locations. One employee described paying "over $7 per day" in parking meter fees to be closer to the job site. Additionally, employees described having to move their cars from parking spaces for University events or risk having their car towed. Employees reported that, on occasion, they've had to leave before the workday was complete. Employees felt that this situation is unfair; especially, since they pay for parking.

Multiple community engagement groups also shared their difficulties with inequitable access to healthcare. Employees cited the high cost of healthcare premiums as negatively affecting their healthcare access and resulting in reduced wages. Furthermore, one focus group felt that the University's healthcare-related educational programming catered to those who are upper-middle class and white, while minorities only received residual benefits from such programming.

For youth/education issues, three of the four focus groups discussed their desire for not only "affordable, on-Grounds childcare for low-wage workers," but also the University's facilitation of improved access to and communications about childcare and other health-related and educational resources. Even if childcare was made affordable, waitlists for current daycare services make childcare essentially inaccessible for employees. Other focus groups discussed being left in the dark about existing health-related and educational resources available at the University. Multiple groups also pointed to the University's need to invest in the youth of its surrounding community, particularly through educational services, summer camps, tuition remission for children of University employees, or community engagement.

Some discussions of employee childcare difficulties turned heartbreaking. For example, one group shared that because of work commitments, they "felt they were forced to leave their children in less than ideal situations/environments." In essence, the lack of affordable and accessible childcare often forces University employees to make an impossible decision – either lose your job and personally watch your child or leave your child without adequate childcare so you can keep your job.

One community engagement group gave unique, particularized feedback about the University's relationship with marginalized communities. This group perceived that the University supported gentrification, because the University "doesn't consider the impact [it] causes to the overall community" in its expansion operations. This same group preferred that the University invest in procurement through small business growth for marginalized communities. For this group, investment in minority-owned small business enterprises will protect these businesses from being "adversely impacted when the University enters the neighborhood."

Closing: Members of the four focus groups sacrificed to provide the Working Group with uncomfortable yet vital truths about their experiences working for the University. Jobs and wages were clearly the top concerns for all focus groups. These groups consistently expressed that a living wage and promotional opportunities for all University workers was the greatest concern. The focus group participants also illuminated other overlooked issues, such as transportation and youth education. The open-ended discussions made clear that employees feel the University does not accommodate their transportation or childcare needs.

APPENDIX E: Seven Area of Focus Descriptions

These are the areas of focus the community was asked to prioritize, with relevant statistics.

Affordable/Workforce Housing: The University should partner with housing providers to help ensure there is safe, quality, affordable housing for all residents in the region.

- In Charlottesville alone, more than 3,300 people cannot afford housing, and that number is growing.[i]
- Over 1,000 of these Charlottesville residents are on a fixed income- either seniors or households including people with disabilities.[ii]
- According to a 2018 housing needs assessment, those making $45,000 or less per year spend more than half of their income on housing.[iii]
- Charlottesville's average rent increased by 42 percent from 2011 to 2018, with residents experiencing a rent increase of 9 percent in 2017 alone. [iv]

Institutional Accountability: The University, in partnership with the community, should create a university-wide system to hold itself accountable for past wrongs and to ensure an ethical, community-centered approach to engaging community residents and building local partnerships.

- Community residents can feel exploited by University research and undervalued for their time and expertise. For instance, Westhaven residents are often contending with student and faculty researchers from up to 28 different research or class projects knocking at their door each semester. Results of the research are seldom shared and rarely result in direct benefits to lower-income residents.
- The University must focus on both its post-slavery past and its present when holding itself accountable.[v]

Jobs/Wages: The University should provide a living wage for all its employees, and partner with the community to foster work environments where marginalized populations (e.g., people of color, women, economically disadvantaged, etc.) can move upward and seek promotion opportunities at the University and across the region.

- Nearly 2,400 University of Virginia employees make less than $15/hour ($30,000/year) (400+ academic division, 1900+ medical).[vi]
- More than 12,000 families in our community do not earn enough to meet their basic needs.[vii] One in five people earn less than $23,000 a year.[viii]
- Charlottesville is one of the most difficult places in the country for a person to climb the income ladder, ranking near the very bottom (3rd percentile) of localities in America.[ix]
- Peer institutions such as Harvard have implemented living wage and benefit increases for both employees and contract workers with success.[x] The University of Virginia and other peer academic institutions have implemented supplier diversity or other procurement programs focusing on local small businesses/sustainable/environmentally friendly vendors.[xi]

Law Enforcement/Criminal Justice Reform: The University should partner with the community to address racial disparities in policing and support strategies to reduce recidivism.

- Black youth in Charlottesville are more than twice as likely as white youth to be arrested, be placed on probation, go to trial, or be held in juvenile jail.[xii]
- Only 39 percent of inmates held in 2014-15 were at risk to reoffend over the next two years; however, 78 percent were likely to have another stay in the jail of more than 30 days within five years of release.[xiii]

Public Health Care: The University should partner with the plurality of communities that it serves to ensure all residents have equitable access to high quality, affordable health care, including medical, mental health/substance use support services, and dental care. The University should partner with the community to support access to nutritious food and safe spaces for recreation.

- Life expectancies range from 73.6 to 84.4 years in the Thomas Jefferson Health District.[xiv] According to the Health Inequality Project, a man in the Charlottesville area in the lowest income quartile dies nearly a decade sooner than a man in the highest.[xv]
- Local concern about the lack of access to mental health and substance use services prompted the Thomas Jefferson Health District to include that as a community health priority in its strategic plan.[xvi]
- The Thomas Jefferson Health District notes the prevalence of health disparities, reporting, for example, that low birth weight and infant mortality rates are higher for African Americans in the region.[xvii]

Youth/Education: The University should partner with the community to help ensure our children and youth have equitable opportunities for high-quality educational experiences from birth through higher education.

- There are very few opportunities for low-income families to access high-quality education before four years of age. Our region has no Early Head Start Program. There are fewer slots than are needed for preschool services for children who are poor or near-poor.[xviii]
- Charlottesville, like many school divisions, reports seeing "persistent achievement differences — often along lines of race and socioeconomic status — in areas such as standardized testing, diploma type earned, [and] enrollment in advanced classes."[xix]
- As of 2017, the University of Virginia ranked among the least socioeconomically diverse public universities in the country: only 13 percent of University students received Pell grants.[xx]

Transportation: The University should partner with the surrounding communities to implement a regional transportation system that meets the needs of all its residents.

- A recent coordination study showed that the multiple transit systems are not well coordinated, and this results in confusion, mistrust, and inefficient service provision.[xxi]
- Public transit ridership in the region is decreasing, despite an increase in our aging population.[xxii]

[i] Housing Needs Assessment, Socioeconomic and Housing Market Analysis, http://www.charlottesville.org/home/showdocument?id=62034 (April 4, 2018)

[ii] Housing Needs Assessment, 2018

[iii] Emmy Freedman, Finalized Assessment Shows Charlottesville Faces Severe Housing Crisis, http://www.nbc29.com/story/38451048/finalized-assessment-shows-charlottesville-faces-severe-housing-crisis , (last updated June 30, 2018).

[iv] Bryauna Kralik, City Council Faces Uphill Battle with Affordable Housing, *Charlottesville Tomorrow*, https://www.cvilletomorrow.org/articles/city-housing-needs , (June 20, 2018); Orange Dot Project 3.0.

[v] See Adam Harris, The Long Shadow of Racism at the University of Virginia: From 1817 to the Charlottesville Riots, *The Atlantic*, https://www.theatlantic.com/education/archive/2018/08/the-long-shadow-of-racism-at-uva-from-1817-to-the-charlottesville-riots/567182 , (Aug. 10, 2018).

[vi] $15 / hour is at the low end of MIT's estimated wage range needed for a two adult + two child household in Charlottesville: http://livingwage.mit.edu/metros/16820

[vii] Orange Dot Project 3.0 Report, 2018: https://www.pvcc.edu/sites/www.pvcc.edu/files/media/orange_dot_project_3.0.2018.online.pdf

[viii] Jordy Yager, Charlottesville's Affordable Housing Crisis, WMRA, http://www.wmra.org/post/charlottesvilles-affordable-housing-crisis#stream/0, (Feb. 19, 2018).

[ix] *New York Times,* The Upshot, The Best and Worst Places to Grow Up: How Your Area Compares (May 4, 2015). Retrieved from https://www.nytimes.com/interactive/2015/05/03/upshot/the-best-and-worst-places-to-grow-up-how-your-area-compares.html?_r=0. (Albemarle County is below average in helping poor children move up the income ladder, ranking 836th of 2,478 counties, better than 34% of counties.)

[x] Eduardo Porter, Harvard is Vaulting Workers Into the Middle Class with High Pay. Can Anyone Else Follow Its Lead?, *NYTimes*, https://www.nytimes.com/2018/09/08/business/economy/harvard-living-wage.html, (Sept. 8, 2018). "At the university, service workers on the payroll of an outside contractor earn the same pay and benefits they would get as direct university employees — including health insurance and pension benefits, paid vacation and child care assistance."

[xi] *See Incorporate Sustainability Into Vendor Selection*, Cornell, https://www.sustainablecampus.cornell.edu/initiatives/green-suppliers; Matt Zalaznick, *Higher Ed Drives Economic Diversity*, University Business, https://www.universitybusiness.com/article/higher-ed-drives-economic-diversity, (July 26, 2016); *Supplier Diversity*, Procurement & Supplier Diversity Services at University of Virginia, http://www.procurement.virginia.edu/pagediversity.

[xii] Charlottesville/Albemarle Commission on Children and Families Task Force on Race Disparity and Disproportionality in Youth Services, Final Report, May, 2011, retrieved from http://www.charlottesville.org/home/showdocument?id=54371

[xiii] Nolan Stout, Council Focuses on Reducing Recidivism of Local Inmate Population, The Daily Progress, https://www.dailyprogress.com/news/local/city/council-focuses-on-reducing-recidivism-of-local-inmate-population/article_586ea670-e886-11e8-bd76-6b74f08b3b47.html, (Nov. 14, 2018).

[xiv] Thomas Jefferson Health District, Mapp2 Health Priority Indicators, accessed at: https://public.tableau.com/profile/thomas.jefferson.health.district#!/vizhome/MAPP2Health-ReduceHealthDisparitiesandImproveAccesstoCarePriorityIndicators/MAPPPriorityThree

[xv] *The Association Between Income and Life Expectancy in the United States, 2001-2014*. Available from https://healthinequality.org/data/

[xvi] MAPP2Health (December 2016) accessed at: http://www.vdh.virginia.gov/content/uploads/sites/91/2016/07/MAPP2HealthFinalSmall.pdf

[xvii] MAPP2Health

[xviii] Derek Chapman and John Morgan, Virginia's Biennial: School Readiness Report Card. Report prepared for the Virginia Early Childhood Foundation. http://www.virginiareportcard.com

[xix] Charlottesville City Schools, http://charlottesvilleschools.org/equity/ (2018)

[xx] Kara Voght, UVA's Troubling Past, *The Atlantic*, https://www.theatlantic.com/education/archive/2017/08/the-university-of-virginias-troubling-past/537615/, (Aug. 23, 2017). See also Stephen Burd, *Undermining Pell: Volume*

III, *New America*, https://static.newamerica.org/attachments/12813-undermining-pell-volume-iii/Undermining-Pell-III-3.15bba9018bb54ad48f850f6f3a62a9fc.pdf, (Mar. 2016).

[xxi] TJPDC Regional Transit Coordination Study, 2017. http://campo.tjpdc.org/wp-content/uploads/Transit-Coordination-Study.pdf

[xxii] TJPDC Monthly Transit Ridership Report, October 2018. http://campo.tjpdc.org/wp-content/uploads/Monthly_Transit_Ridership_Report_October18_Update_wAmtrak.pdf

APPENDIX F: Foundations for Institutional Accountability

The following are specific activities and practices that, if undertaken, can establish a strong and lasting foundation for institutional accountability across the University:

- Ensure public, comprehensive (rather than piecemeal) **truth-finding and reconciliation** of all past wrongs and devote adequate resources for **reparations**

- **Revise the Mission Statement and University Code of Ethics** to include institutional accountability, community social impact, and equity values and commitments

- Ensure University budget and investment goals include **investments in institutional accountability across departments**

- **Review new and existing policies and programs** across departments **through an equity lens** before scaled for implementation

- **Orient and onboard every faculty, staff, and student (team member)** to better understand local community history and the University's impact on the community, and to equip team members to practice cultural humility in community work

- Create a public **Community Social Impact Scorecard** to track annually the impact of all University-community engagement

- **Pay community members** serving on boards, work groups, and/or councils sponsored by the University, as well as community members who participate in community-engaged research

- Create a **Community Ombudsperson** charged with cultivating a feedback loop to address situations when accountability standards are not met.

Selected Survey Comments regarding the Importance of Institutional Accountability

It all starts with institutional accountability. If the community can't trust in our public institutions any response to any problems listed has limited legitimacy and therefore imperfect utility.

Ensuring an ethical, community centered approach to future issues is my entire top 10.

UVA has made some commendable efforts to address past wrongs, but a comprehensive approach is still needed.

I think everything else flows from accountability, so I ranked that first.

There needs to be a section of the university focused on the research practices of the university and making sure the university isn't poking and prodding Charlottesville residents solely for the benefit of UVA.

[Institutional accountability]... should underlie all efforts anyway, so I see it more as a guiding value rather than a specific goal.

To me the core is building trust and communications which are broken from decades of history. We need to build trust and systems to sustain that or any work done in short-term will be short-lived.

Arguably this should be the top priority…. While the identified issues benefit from being specific, they fail to address globally the attitude or approach of UVA toward the community (or the community's perception of UVA's attitude or approach). Due to its size, influence, and historical impact, UVA should recognize that it likely caused or contributed to cause, by action or inaction, nearly EVERY systemic weakness in our community. Therefore, it should also recognize that it has a role to play in addressing these weaknesses. I understand that the balance UVA should strike between being sufficiently involved in the community and being overly involved in the community can be delicate.

APPENDIX G: A Proposed Permanent Structure

Office of Community Partnerships and Social Impact: Establish a new Vice President of Community Partnership overseeing a newly established Office of Community Partnerships and Social Impact charged *to direct the vast capital of the university—human, intellectual, fiscal, social—toward increasing equity and improved wellbeing across the region through committed and reciprocal partnerships, to serve as the central clearinghouse for all university-community programs and initiatives, and to be the university's front door to all community engagement.* In short, the Office of Community Partnerships and Social Impact is responsible for leading the University to leverage its presence as an anchor institution in the region to achieve social justice by improving the quality of life of those living and working at and near the University, to include the University's neighbors, employees, contract employees, faculty, and students.

The primarily outward-facing Vice President partners and coordinates with the primarily inward-facing Vice President for Equity, Diversity, and Inclusion. This new Vice President must be a person given action-forcing authority within the University and focused on results outside the University. This person and the Office should regularly engage with local residents and organizations, and strategically deploy staff to be active in relevant community activities and conversations.

Executive Council: The operating priorities, strategies, and outcomes of this Office are determined by an Executive Council. Members are appointed by the President and populated by:

- A majority of non-University-affiliated community members
- Senior University staff members representing the critical offices that control the levers that can effect change (Academics, Athletics, Health System, Operations)
- Vice President for Equity, Diversity, and Inclusion
- The Director of the Equity Institute
- A member of the Board of Visitors appointed by the Board
- Members from this University-Community Working Group to ensure continuity of vision and goals.

All Executive Council members are charged to uphold the mission of the Office and to advance an anchor institution approach that results in measurable progress for residents of the region. The Executive Council monitors and reports internally and externally the progress toward stated goals.

Staff: To effect change, the Office of Community Partnerships and Social Impact requires adequate staff and resources. This new Office needs, at minimum, a core staff of ten. Specific staff roles include:

- Program Managers
- Community Engagement Specialists drawn from the community
- Local Government Liaisons
- Communications
- Administrative Support

To infuse the work of the Office of Community Partnerships and Social Impact throughout the University:

1. All senior community-facing positions, existing or to be created, in Academics, Operations, Athletics, and the Health System, are Associate Directors in this Office, to include the Vice Provost for Academic Outreach and the Community Relations Lead, University Health System.
2. Each major unit of the University is provided the budget to hire a Community Partnerships and Social Impact (CPSI) Coordinator whose job performance, as well as the job performance of their supervisor, is evaluated based on progress toward the outcomes specified by the Vice President for Community Partnership. Coordinators are convened monthly by the Vice President.

The Office of Community Partnerships and Social Impact should prioritize local hiring, and commit to training as necessary, to fill all positions, with careful attention paid to diversity in terms of race/ethnicity, age, gender, as well as thoughtful consideration of length of time living in the region.

Resources: The Office of Community Partnerships and Social Impact needs a sufficient annual budget to support these positions and to implement strategies that advance the goals of the priority focus areas. The majority of the funds for the office should be dedicated to direct investments in communities to take action on the priority focus areas. The Strategic Investment Fund could be a potential source of support for this key initiative, providing the funding needed to launch and sustain this work until it can be absorbed into the annual University operating budget. We recommend an initial multi-year commitment of resources.

Equity Institute: The Equity Institute is a proposed entity that would create the infrastructure needed to conduct mutually beneficial community-engaged research and educational experiences that redress structural inequities in partnership with community members. The Equity Institute informs the work of the Office, to include best practices research, analysis and evaluation in the chosen areas of focus. The Equity Institute focuses its research on the most pressing challenges, as defined by the community. The Director of the Equity Institute sits on the Executive Council. The Equity Institute is an essential component of this structure.

Working Groups: This Vice President must have the executive authority to appoint and convene working groups to achieve the outcomes identified by the Executive Council. These working groups are comprised of critical internal administrators and staff members who have command of essential systems or processes, Equity Institute faculty who have research expertise in the area where these outcomes are sought, and community members and/or University or contract employees who are affected by or otherwise have expertise in the area where these outcomes are sought. These working groups deliver recommendations to the Vice President to present to the Executive Council and the President's Cabinet. The first working groups address the areas of focus prioritized by the current Uuniversity-Community Working Group. Their recommended strategies aim to realize results that affect the lives of individuals, for example: increased wages, local hiring and promotion opportunities; access to housing University workers, contract workers and residents can afford, increased access to healthcare—medical, dental, mental, and substance abuse services—by target populations; and a reduction in racial disparities in youth educational outcomes.

services—by target populations; and a reduction in racial disparities in youth educational outcomes.

The Vice President has the authority to appoint any member of the University community to a working group. The Equity Institute insures that the work of the Office of Community Partnerships and Social Impact and the various working groups conforms to best practices in community engagement and is apprised of the most recent research regarding successful interventions in the prioritized focus areas.

Organizational Chart of Proposed Structure
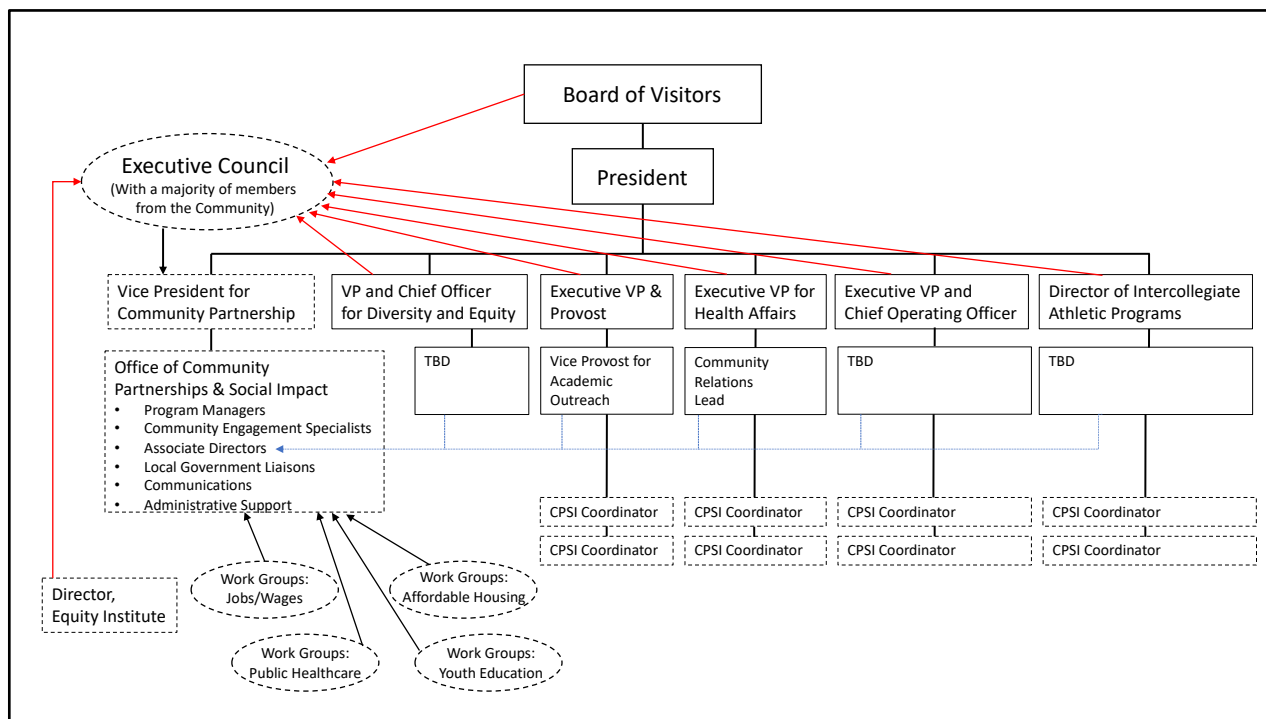
Key Elements for Success: In addition to the structure outlined above, there are three elements that are critical to the success of this effort, and all must be present:

1. The work of the Vice President of Community Partnership and the Executive Council must focus on implementing interventions and strategies that lead to demonstrable results that community members can feel and experience in their lives.

2. The President of the University and the Board of Visitors are champions for this work, prioritizing it strategically and financially.

3. The Office and its activites must be fully-funded. An ample start-up investment and sizable ongoing annual budget not only provides sufficient resources for success, but also signals commitment and seriousness that builds trust and creates a more fertile environment for the work ahead.