

COMMUNITY ENGAGEMENT AS EQUITABLE COLLABORATION

VAPDC/VAMPO TRAINING CONFERENCE

JUNE 14, 2019

FRANK DUKES

SLIDES CO-PREPARED WITH TANYA DENCKLA COBB

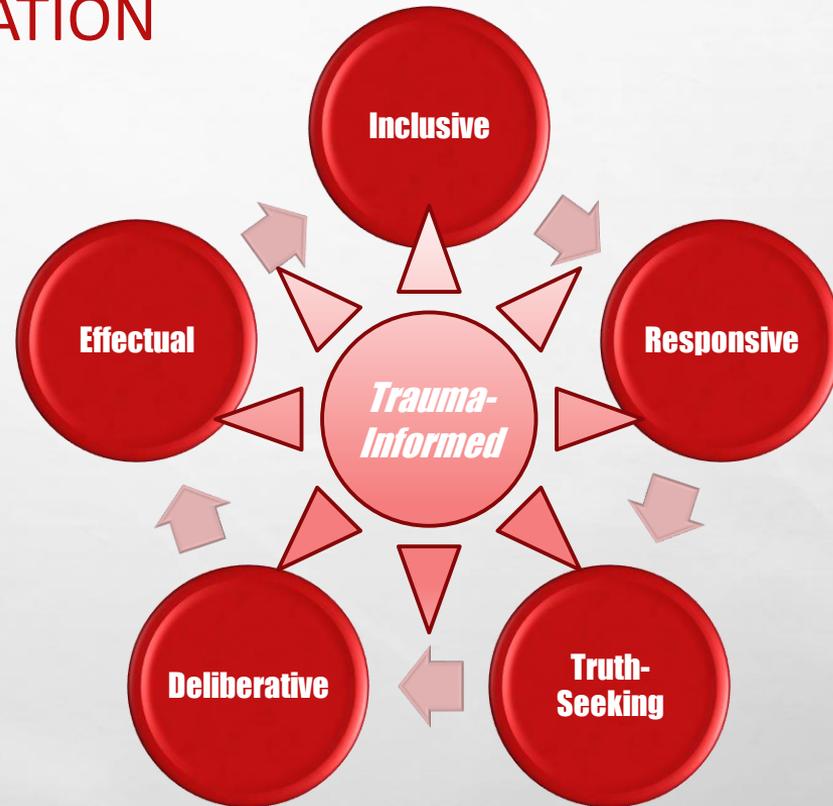
OPENING

- SHARE A STORY ABOUT WHEN YOU WERE IN A NEW SITUATION AND PERCEIVED TO BE A MINORITY OR NOT PART OF THE LARGER GROUP, AND SOMEONE WENT OUT OF THEIR WAY TO MAKE YOU FEEL WELCOME.
- HOW DID YOU FEEL?
- HOW DID THEIR OUTREACH AFFECT YOU?

EQUITABLE COLLABORATION

KEY ELEMENTS

- **INCLUSIVE**
- **RESPONSIVE**
- **TRUTH-SEEKING**
- **DELIBERATIVE**
- **EFFECTUAL**
- ***TRAUMA-INFORMED***



WHY A NEED FOR EQUITABLE COLLABORATION?

- IN SITUATIONS INVOLVING HIGH STAKES AND CONFLICT, ORDINARY PUBLIC PROCESSES MAY PERPETUATE LONG-STANDING HARMFUL STRUCTURAL AND PERSONAL POWER IMBALANCES.
- PEOPLE ONLY GAIN REAL SATISFACTION - AND JUST AS IMPORTANTLY, WILL BE BEST PREPARED TO WORK TOGETHER - WHEN BEING HEARD AND UNDERSTOOD, ENGAGING IN A FAIR AND EQUITABLE PROCESS, AND HELPING TO CRAFT THE OUTCOMES THAT IMPACT THEM.

INSTITUTIONS AND COMMUNITIES WILL PRODUCE MORE DURABLE AND MORE SATISFYING OUTCOMES IF THEY ADOPT PRINCIPLES OF “EQUITABLE COLLABORATION” TO GUIDE THEIR DECISION-MAKING PROCESSES.

FITTING THE PROCESS TO THE NEED: *MODELS FOR PUBLIC DELIBERATION*

- WIDE VARIETY OF PUBLIC PROCESSES **MAY BE USED TO MAKE COMMUNITY DECISIONS**
- MANY INSTITUTIONS AND COMMUNITIES DEFAULT TO STANDARD PUBLIC HEARINGS – *BAD IDEA!*
- **BE DELIBERATE IN CHOOSING WHICH PROCESS(ES) WILL WORK BEST TO MEET YOUR GOALS**



FITTING THE PROCESS TO THE NEED: *MODELS FOR PUBLIC DELIBERATION*

- **COMMUNITY HEARINGS, MEETINGS**
- **COMMUNITY DIALOGUES**
- **COMMUNITY COLLABORATIVE CHANGE PROCESSES**



Processes of Equitable Collaboration

Increasing Role for Participants

TYPE OF PROCESS	VARIATIONS	PROCESS GOALS (CUMULATIVE)			
<u>COMMUNITY HEARINGS</u>	<ul style="list-style-type: none"> Public hearing Open house 	<ul style="list-style-type: none"> Share information Allow comments 			
<u>COMMUNITY MEETINGS</u>	<ul style="list-style-type: none"> Public workshop Visioning Charrettes 	<ul style="list-style-type: none"> Share information Allow comments 	ADDED GOALS: <ul style="list-style-type: none"> Build knowledge Develop ideas/ options 		
<u>COMMUNITY DIALOGUES</u>	<ul style="list-style-type: none"> Community conversations Circle processes 	<ul style="list-style-type: none"> Share information Allow comments 	<ul style="list-style-type: none"> Build knowledge Develop ideas/ options 	ADDED GOALS: <ul style="list-style-type: none"> Deepen understanding Enhance relationships 	
<u>COMMUNITY COLLABORATIVE CHANGE PROCESSES</u>	<ul style="list-style-type: none"> Consensus Building Roundtables 	<ul style="list-style-type: none"> Share information Allow comments 	<ul style="list-style-type: none"> Build knowledge Develop ideas/ options 	<ul style="list-style-type: none"> Deepen understanding Enhance relationships 	ADDED GOALS: <ul style="list-style-type: none"> Build community consensus Broaden support for action

FITTING THE PROCESS TO THE NEED: *COMMUNITY HEARINGS & MEETINGS*

- **MOST WIDELY-USED**
- **PUBLICLY ADVERTISED**
- **OPEN TO EVERYONE**
- **MAY MEET MINIMAL LEGAL REQUIREMENTS**
- ***NOT USEFUL FOR LEARNING, BUILDING RELATIONSHIPS, AND CONSENSUS BUILDING***



FITTING THE PROCESS TO THE NEED: *COMMUNITY DIALOGUES*

- **SEEK TO DEVELOP IMPROVED UNDERSTANDING**
- **TYPICALLY FACILITATED BY IMPARTIAL FACILITATOR**
- **STRUCTURED RULES FOR SPEAKING TO EQUALIZE CONTRIBUTION**
- **MAY LEAD TO IMPROVED UNDERSTANDINGS AND RELATIONSHIPS**
- ***NOT INTENDED TO LEAD TO DECISIONS AND ACTIONS***



FITTING THE PROCESS TO THE NEED: *COMMUNITY COLLABORATIVE CHANGE**

- **MULTIPLE REPRESENTATIVES**
- **JOINT LEARNING AND DECISION MAKING**
- **SUSTAINED DIALOGUE**
- **CONSENSUS DECISIONS**
- ***POWERFUL IN DEVELOPING COMMUNITY CONSENSUS AND WIDESPREAD SUPPORT FOR ACTION***



*** OFTEN CALLED CONSENSUS BUILDING**



EQUITABLE COLLABORATION

HOW CAN EACH OF THESE
CATEGORIES OF PROCESSES BE
SHIFTED TOWARDS EQUITABLE
COLLABORATION?



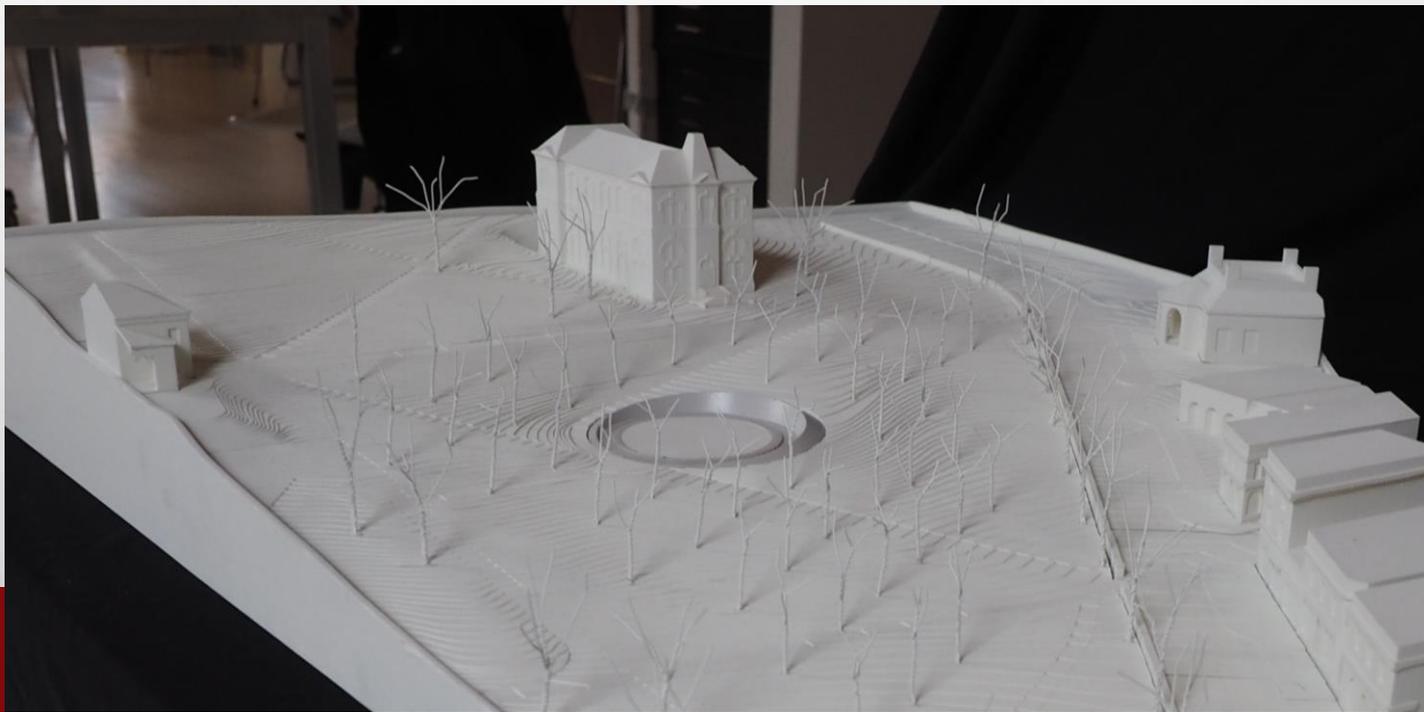
INSTEAD:

Engage as early as possible
Consult community in
planning phase

AVOID:

Decide, Announce,
Defend

UVA'S MEMORIAL TO ENSLAVED LABORERS A TEN-YEAR JOURNEY



FOR ONE TIME, FOR ONE HOUR
JOIN A SMALL FOCUS GROUP
FOR THE

SLAVERY MEMORIAL AT THE UNIVERSITY OF VIRGINIA



Contribute your thoughts and ideas for a memorial to commemorate the enslaved laborers who were an integral part of UVA's past.

We want to know what YOU think

- I. An appropriate memorial would look like
- II. Where it should be located
- III. How it will affect the University Community.

This is your chance to speak candidly, and really have a voice in this effort. All opinions and points of view welcome!

SIGN UP FOR A FOCUS GROUP

FRIDAY APRIL 16TH 11AM-12PM
TUESDAY APRIL 20TH 2-3PM
WEDNESDAY APRIL 21ST 12-1PM
SATURDAY APRIL 24TH 4:30-5:30PM

CONTACT IAE9D@VIRGINIA.EDU Refreshments will be served.

Addressing the University of Virginia's legacy of slavery, segregation and discrimination by seeking **truth, understanding, repair and relationship**

Call for Reflection and Action

UNIVERSITY AND COMMUNITY ACTION
FOR RACIAL EQUITY (UCARE)

Public Forum

"A Call for Reflection and Action"

A milestone in a 3-year grassroots process

Saturday December 10, 2011

Westminster Presbyterian

Church
400 Rugby Road
Charlottesville, VA
10am-12pm

Join us to hear about accomplishments to date, to give feedback, and to decide next steps!

Seeking truth, understanding, repair, and relationship

For more information visit: www.ucareva.org

ALL are WELCOME



MEMORIAL FOR ENSLAVED LABORERS COMMITTEE

WITH

Student Council Diversity Initiatives

The Black Student Alliance

The Organisation of African Students

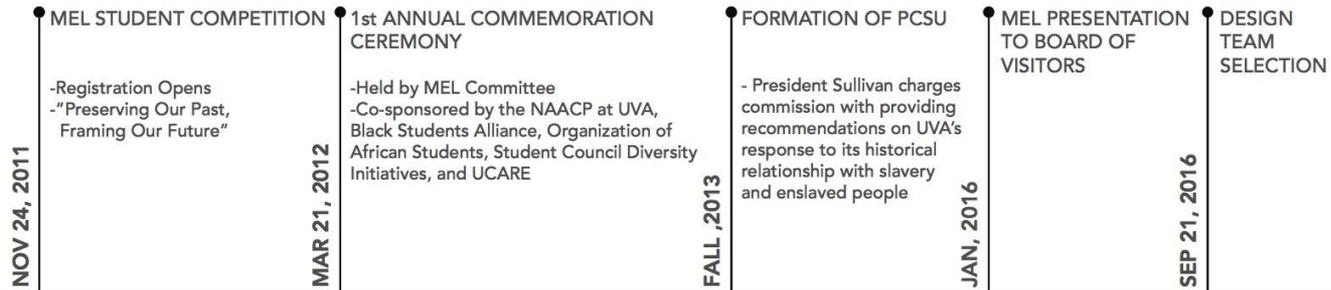
National Association for the Advancement of Colored People at UVA University and Community Action for Racial Equity

PRESENT

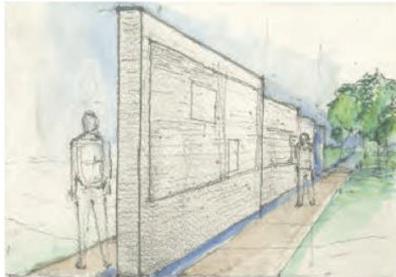


VENUE: FRONT OF OLD CABELL
DATE: WED. MARCH 21
TIME: 7:00 PM

COMMEMORATION
PRESERVING OUR
PAST, FRAMING
OUR FUTURE.

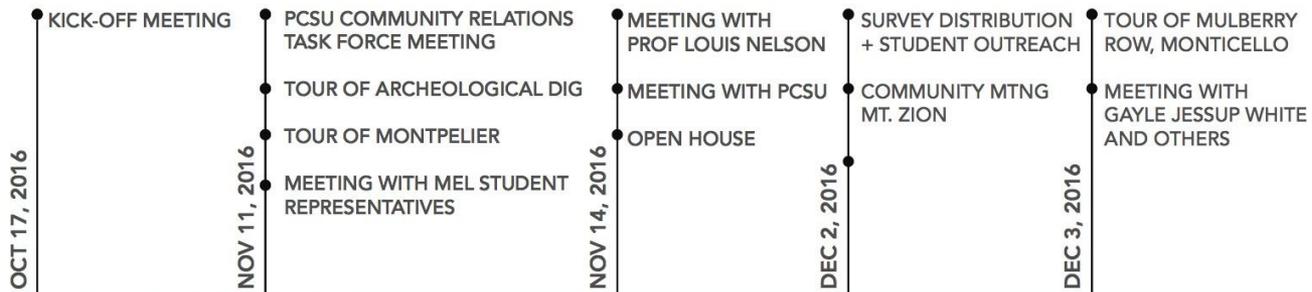


MEMORIAL TO ENSLAVED LABORERS AT UVA PROCESS TIMELINE



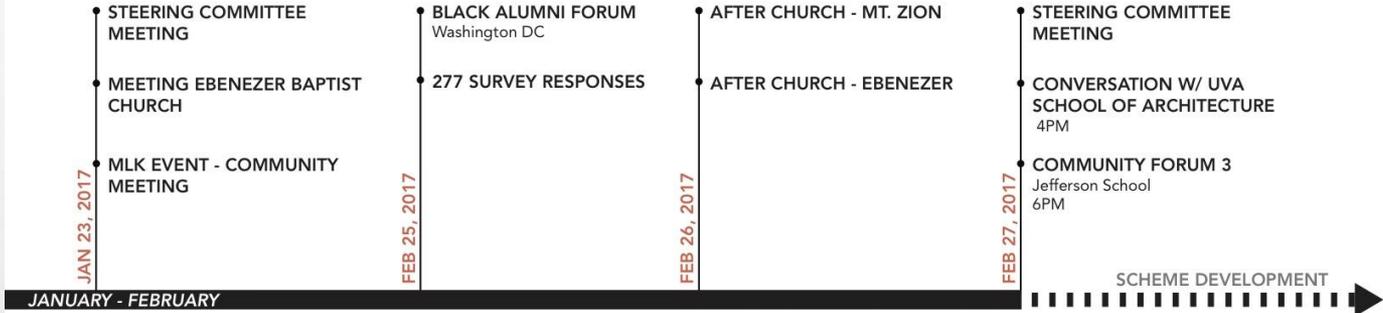
Hold those things that tell your history and protect them.
 During slavery, who was able to read or write or keep anything?
 The ability to have somebody to tell your story to is so important.
 It says: 'I was here. I may be sold tomorrow. But you know I was here.'

- Maya Angelou



RESEARCH + COMMUNITY ENGAGEMENT





BLACK ALUMNI NEWSLETTER

APPROXIMATELY 2000+ BLACK ALUMNI MEMBERS

Member to Briefcase & Letters at UVA Black Alumni Forum

Are you invited to attend or Black Alumni Forum about UVA's President to discuss the university's current situation, objectives and how you affect them? The University of Virginia will produce the newsletter. After the bridge show, and be asked to write that your ideas and feedback about the response.

Event Location

University of Virginia Memorial Library
 1000 University Mall
 22904-4100
 Charlottesville, VA 22904

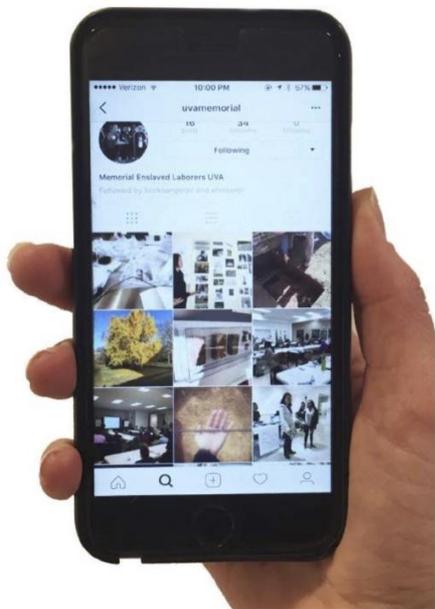
Light refreshments will be provided. Please register here

Can't attend, but interested in providing input on the newsletter?
 We welcome any ideas and feedback. Email and have received a reply when you can receive your thoughts. Additionally, you can contact the newsletter manager at communications@blackalumni.org

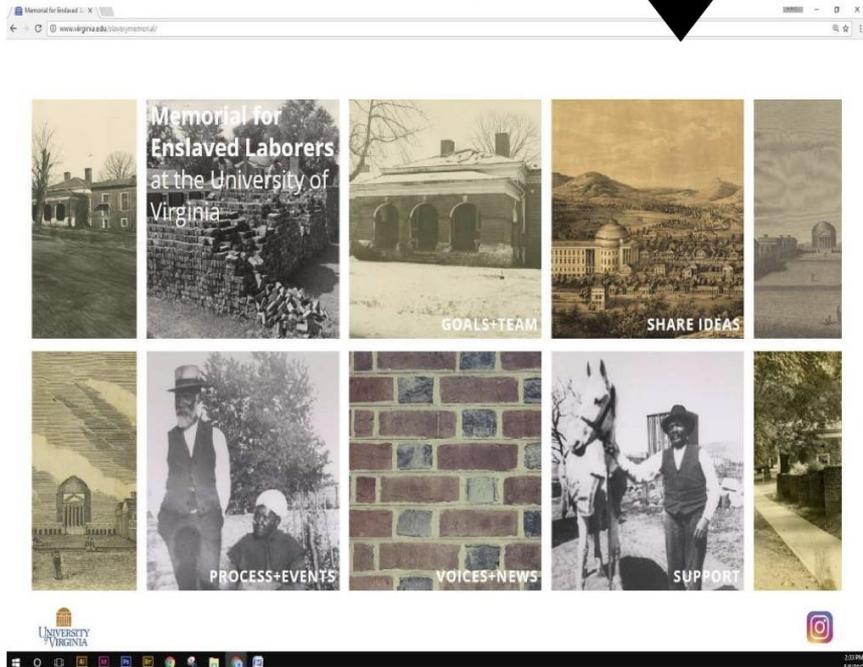
Content about our program this fall?
 Read the Content in Briefcase and The Early Program. Check us out on Instagram to explore the content!

Presented by the President's Commission on Equity and the University. To learn more about the program visit uva.edu

**352 ONLINE
SURVEY
RESPONSES**



uvamemorial



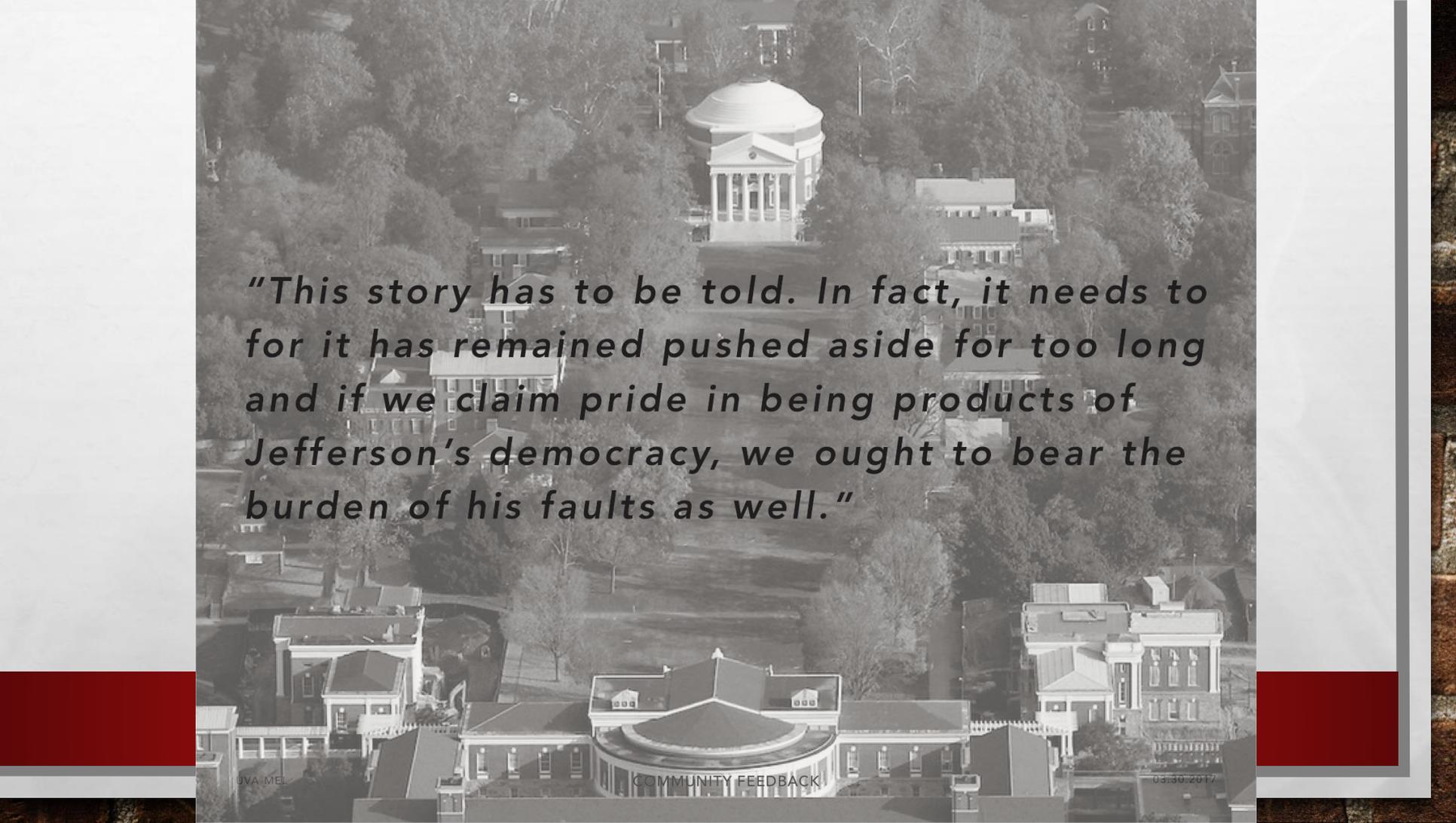
www.virginia.edu/slaverymemorial

COMMUNITY AMBASSADORS

Diane Townes
Tierney Fairchild
Elizabeth Jones
Khalifa Lee
Devante "DJ" Jordan
John Alexander
Sara Bon-Harper
Patrice Grimes
Meryem Karad
Selena Cozart O'Shaugnessy

ENGAGED STAKEHOLDERS

Central Virginia History Research Group (CVHR)
Mason's Lodge
Trinity Episcopal Church
NAACP
100 Black Men of Central Virginia
Collegiate 100
Black Professional Network
Daughters of Zion
City of Promise
Zion Union Baptist Church
Ebenezer Baptist Church
Union Run Baptist Church
Burley School Alumni
JABA
UVA
African American fraternities and sororities
Office of African American Affairs
Faculty Senate
General Faculty Council
BSA (Black Student Alliance)
IDEA Fund
Black Alumni Initiative
Ridley Fund
Virginia Foundation for the Humanities

An aerial, black and white photograph of the University of Virginia campus. The central focus is the Rotunda, a large circular building with a prominent dome and classical columns. The campus is surrounded by dense trees and other university buildings. The text is overlaid in the center of the image.

"This story has to be told. In fact, it needs to be told for it has remained pushed aside for too long and if we claim pride in being products of Jefferson's democracy, we ought to bear the burden of his faults as well."



AS A BLACK AMERICAN, I FEEL AN INTERNAL PRIDE OF GAZING UPON EVERY BRICK, EVERY PILLAR, AND EVERY GARDEN AT THE UNIVERSITY AND KNOWING THAT THIS FRAUGHT PAST HAS BIRTHED AN UNDENIABLY BEAUTIFUL PRESENT. SO WE MUST FEEL BEAUTY, PRIDE AND GRATITUDE

- survey response

A GATHERING SPACE



Hush Harbor Drawing



River Baptism, New Bern

A contemplative space honoring the life, labor, and sacrifice of those who suffered in slavery; something that breaks down the metaphoric barriers between the University and community.

-survey response

EXPRESS DUALITIES



Ring Shout, Muntu, Dance Theatre of Chicago



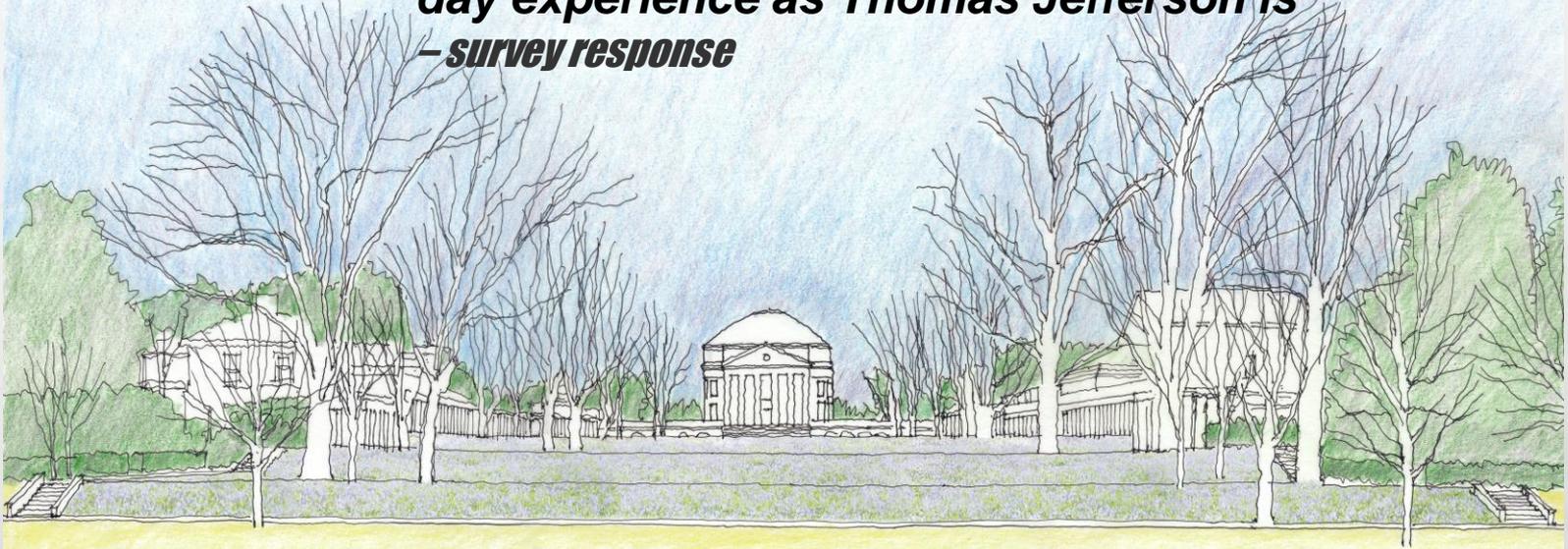
Determination / Hardship
Resilience / Pain
Light / Darkness
Hope / Despair
Triumph / Defeat

Slave shackles, ca. 1866

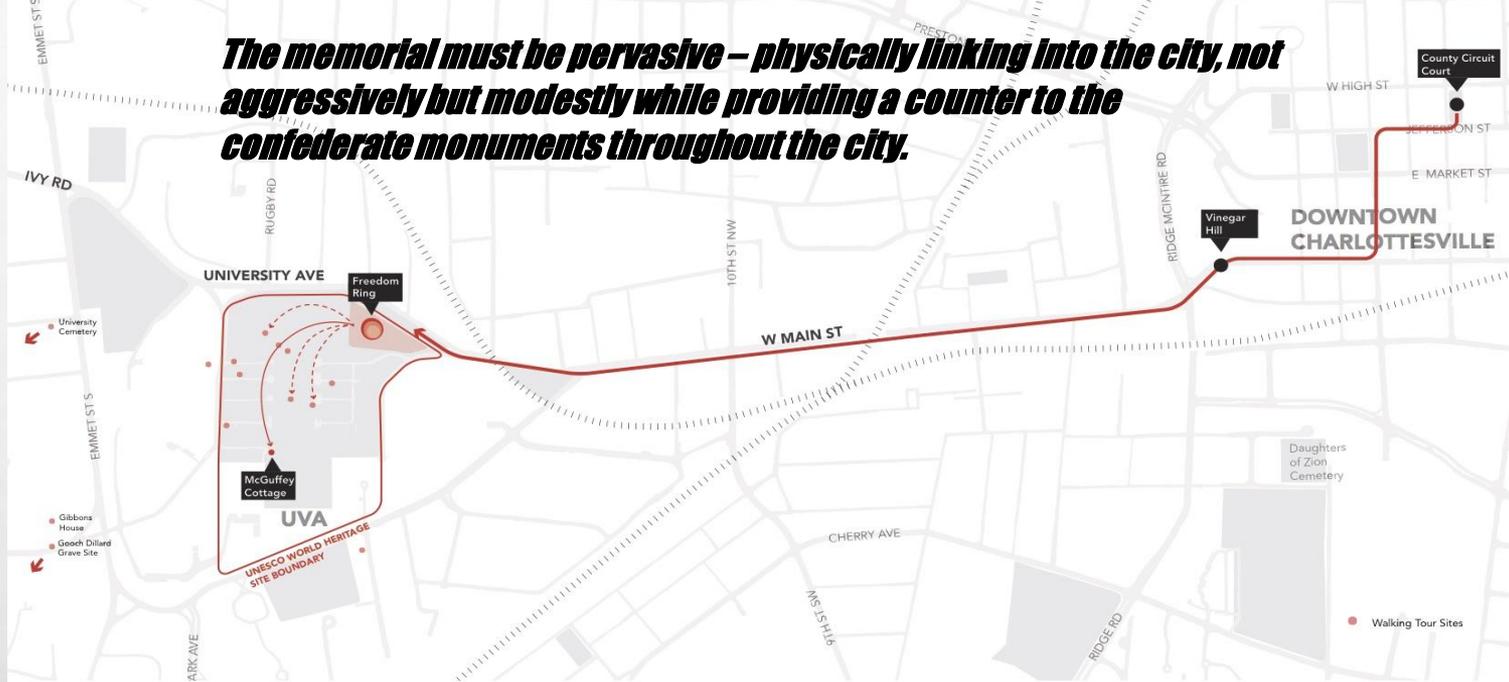
The memorial must evoke the human spirit, show pain, love, life, death...

-survey response

***This should be as central to our day-to-day experience as Thomas Jefferson is
– survey response***



The memorial must be pervasive – physically linking into the city, not aggressively but modestly while providing a counter to the confederate monuments throughout the city.



McGuffey Cottage



UVA Walking Tour Map



Freedom + Liberation Day Walk

THE MEMORIAL ENGAGES IN + IS PART OF A LARGER CONTEXT

PROMINENT AND HIGHLY VISIBLE

POWERFUL + EDUCATIONAL EXPERIENCE

EMOTIONAL **EXPERIENCE** THROUGH REPRESENTATION

LIST KNOWN NAMES OF ENSLAVED

FORGE CONNECTION WITH COMMUNITY

ONGOING MEMORIALIZATION PROCESS

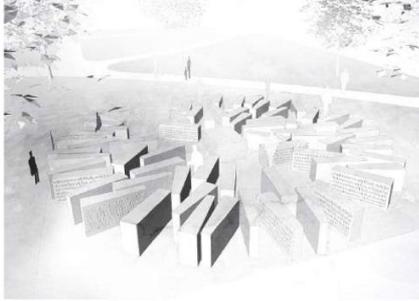
DISTRIBUTED OR MULTIPLE LINKED LOCATIONS

EXPRESS **DUALITIES** OF ENSLAVEMENT

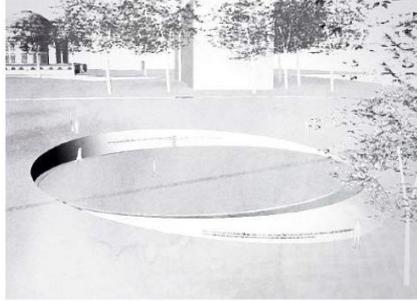
INCORPORATE SOUNDS AND SONGS OF ENSLAVEMENT

SHOW PAIN OF BONDAGE + HOPE FOR FUTURE

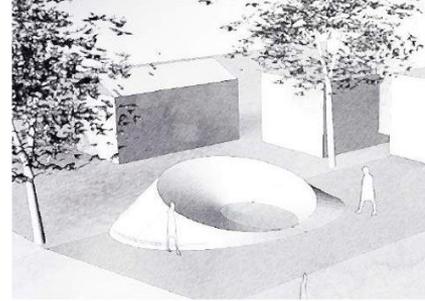
***Real people lived and died to create the university; it was not simply
'Thomas Jefferson's dream achieved.'* -survey response**



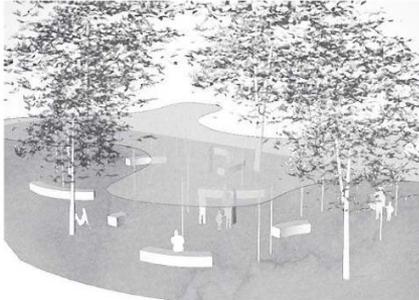
Scattering / Collecting



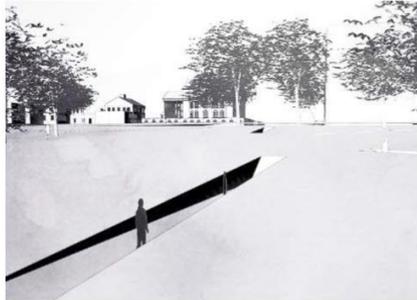
Ring Shout / Freedom Circle



Libation / Liberation



Brush Arbor / Hush Harbor



Freedom Paths

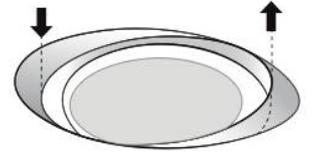
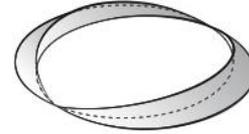
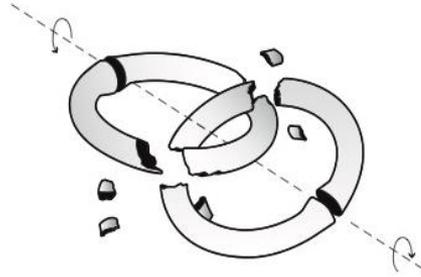
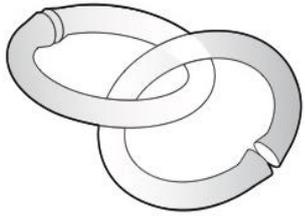


Memory Field

ANATOMICAL THEATER SITE

TRIANGLE OF GRASS SCHEMES

LAWN SCHEMES

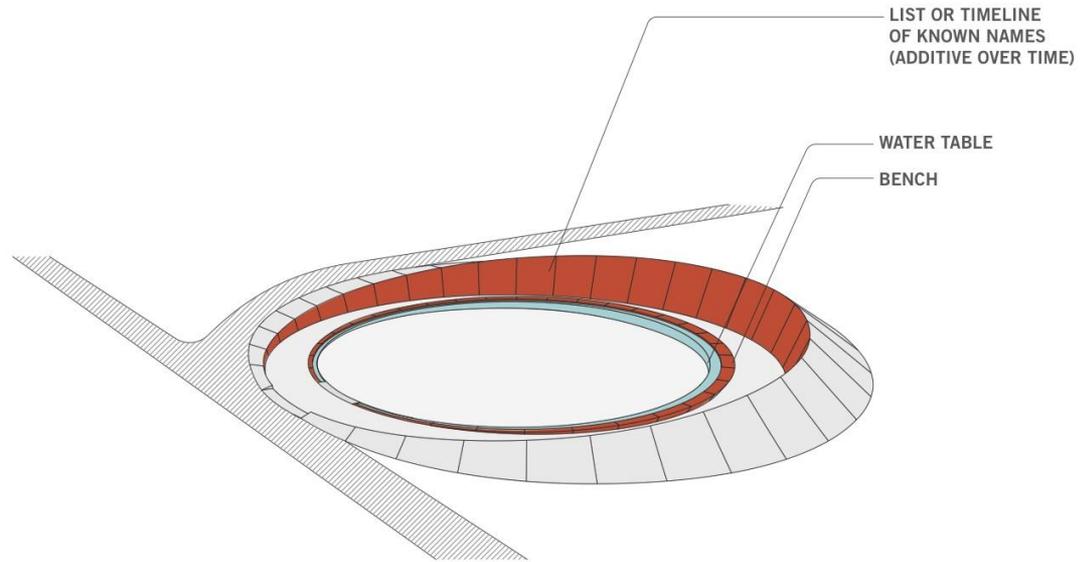


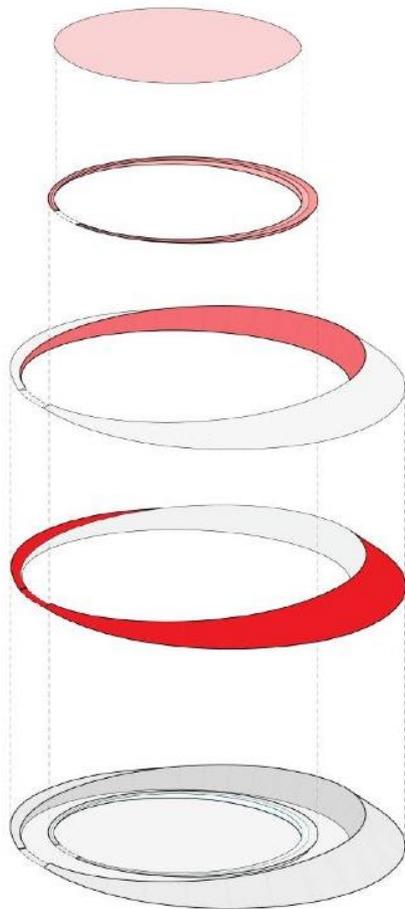
Concept Diagram



A grove of trees will envelop the Freedom Ring, suggesting “brush arbors” or “hush harbors”—the sheltered clearings in the woods where slaves gathered for worship and for escape. Within the concentric rings of the granite memorial will be a grassy circle for gatherings.

“PLANTATION BURIAL” BY JOHN ANTROBUS





GATHERING

PERFORMANCE + REFLECTION

LIBATION / LIBERATION

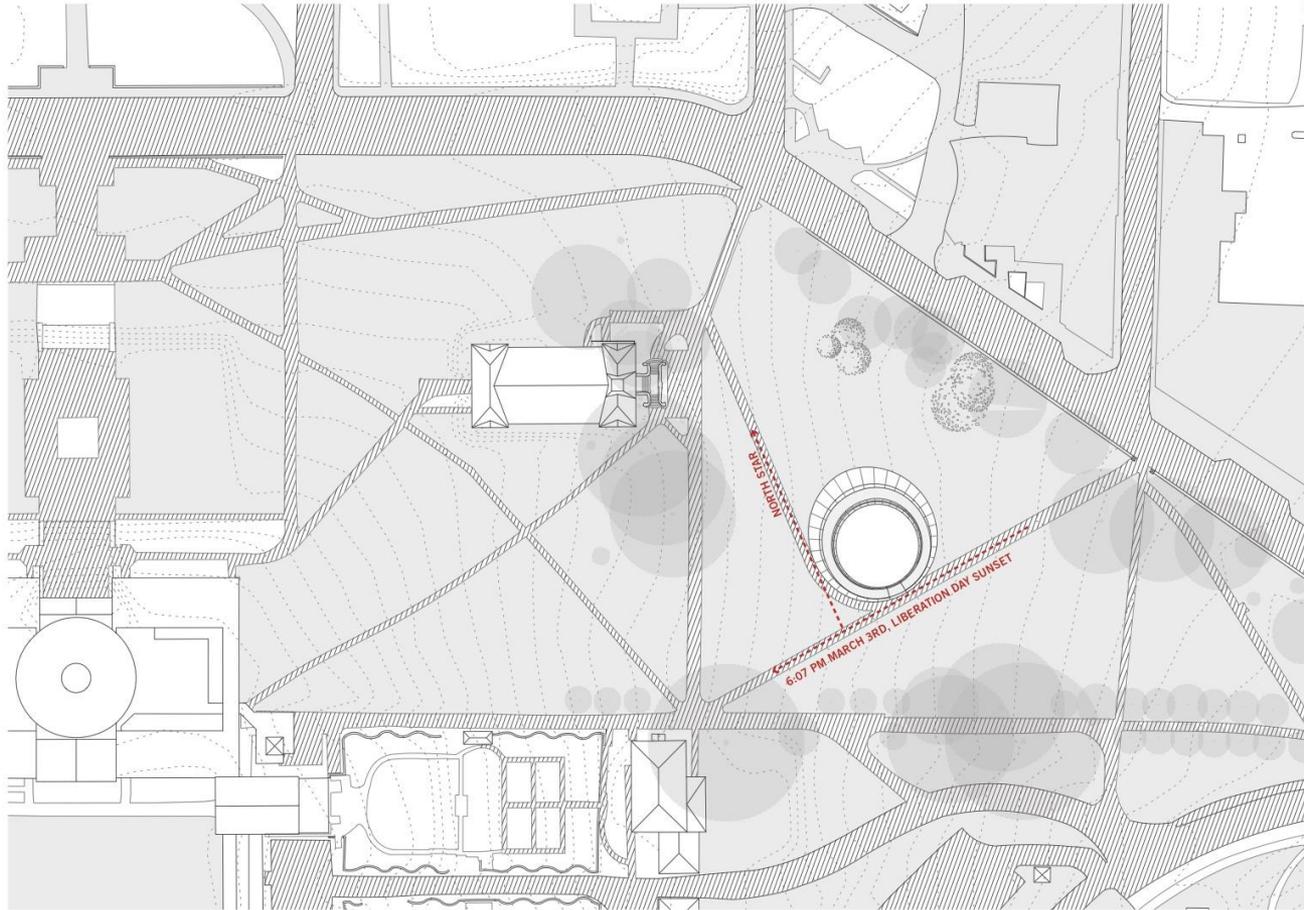
SPIRITUAL CONNECTION THROUGH WATER TABLE + TIME-LINE

HONORING THE ENSLAVED

INSCRIBED NAMES AND MARKERS FOR UNKNOWN NAMES / PERSONS

REMEMBERING THE ENSLAVED

REPRESENTATION THROUGH TRANSFORMED PORTRAITS OF THE ENSLAVED





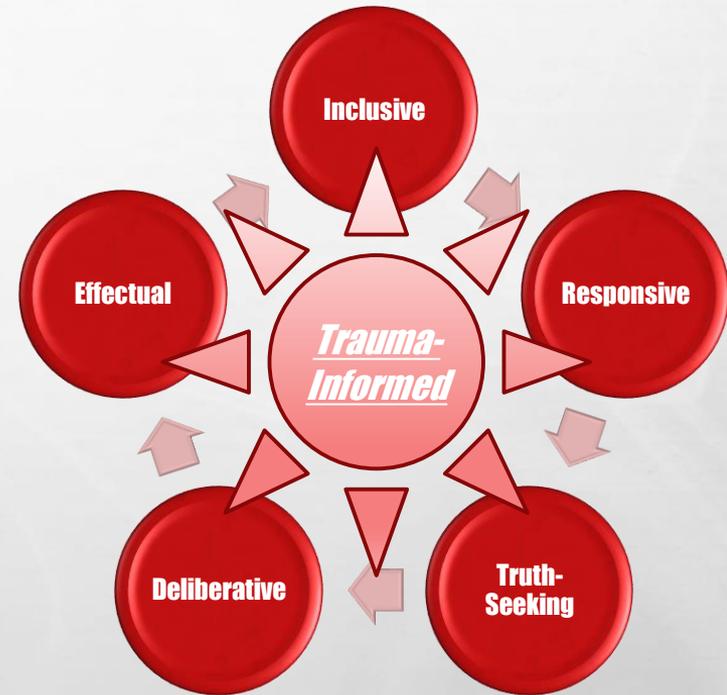




EQUITABLE COLLABORATION

KEY ELEMENTS

- **TRAUMA-INFORMED ENGAGEMENT ACKNOWLEDGES THAT CONFLICT MAY EVOKE HARMFUL EMOTIONS IN INDIVIDUALS AND GROUPS. PUBLIC ENGAGEMENT MAY PROVOKE ADDITIONAL TRAUMA, UNLESS THERE IS CAREFUL ATTENTION TO PROCESS DESIGN.**
- **WHAT TRAUMAS ARE THERE ASSOCIATED WITH PARTICULAR ISSUES OR PLACES? ARE THERE ISSUES THAT MAY EVOKE TRAUMA? HOW MAY WE UNDERTAKE PREPARATIONS AND ACTIONS THAT PREVENT, MINIMIZE, OR PREPARE AND SUPPORT PEOPLE FOR RENEWED TRAUMA?**



EQUITABLE COLLABORATION *TRAUMA-INFORMED*

- ACKNOWLEDGE HARM DONE AND PROMOTE CONSCIOUSNESS
- ENSURE CONSISTENCY
- NEVER OVERPROMISE
- SUPPORT MEANINGFUL COMMUNITY ENGAGEMENT STRUCTURES
- REFLECTIVE PROCESS
- PROMOTE SAFETY



- HONOR HISTORY AND CELEBRATE CULTURE
- FOSTER SOCIAL COHESION
- REMOVE PARTICIPATION BARRIERS
- PROVIDE COMPENSATION
- MAKE COMMUNITY GROWTH AND ACCOMPLISHMENTS VISIBLE

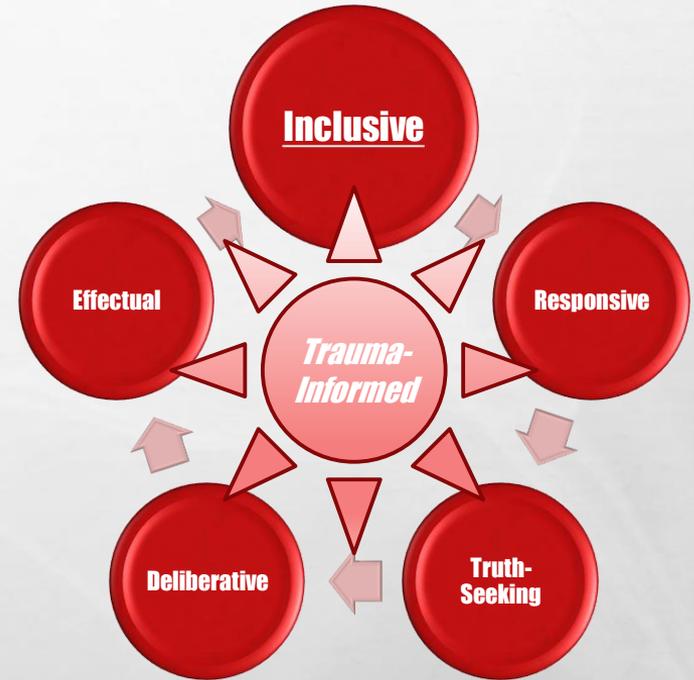
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Credit *Elsa Falkenburger, Olivia Arena, Jessica Solin, Trauma-Informed Community Building and Engagement. April 2018.*

EQUITABLE COLLABORATION

KEY ELEMENTS

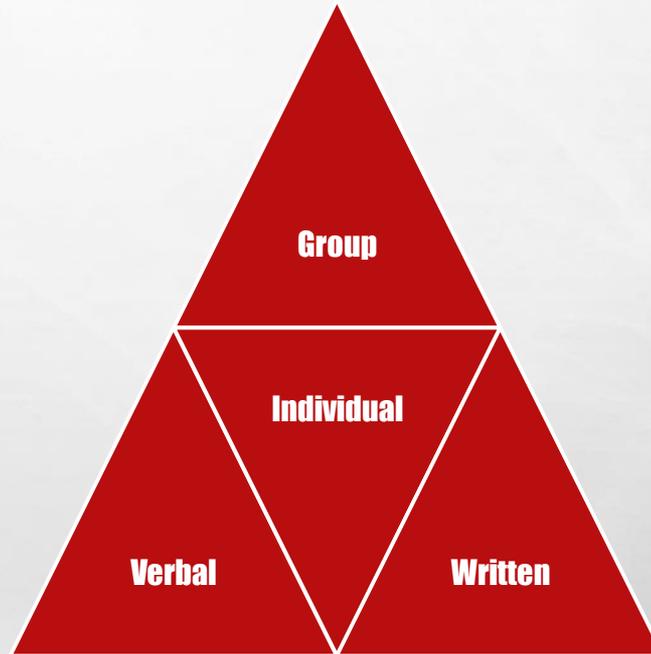
- **INCLUSIVE** - IF LEARNING AND GROWTH IS TO BE ENDURING IT HAS TO REACH ALL SEGMENTS OF A COMMUNITY.
- **HOW CAN WE MOVE FROM AN INCLUSION THAT SAYS “THIS IS A PUBLIC MEETING, ALL MAY ATTEND” TO AN INCLUSION THAT ACKNOWLEDGES RACIAL, ETHNIC, GENDER, CLASS, RURAL/URBAN, AND OTHER DYNAMICS AS KEY CONSIDERATIONS FOR MEANINGFUL PARTICIPATION?**
- **HOW MAY WE FOSTER *CULTURAL HUMILITY*?**



EQUITABLE COLLABORATION

**DESIGN THE PROCESS TO ENABLE
DIFFERENT WAYS FOR PEOPLE TO
PARTICIPATE**

- **ENABLE WRITTEN AND VERBAL
CONTRIBUTIONS**
- **ENABLE INDIVIDUAL AND
GROUP PARTICIPATION**



EQUITABLE COLLABORATION HOW?

ASK: HOW WOULD YOU LIKE TO BE ENGAGED?



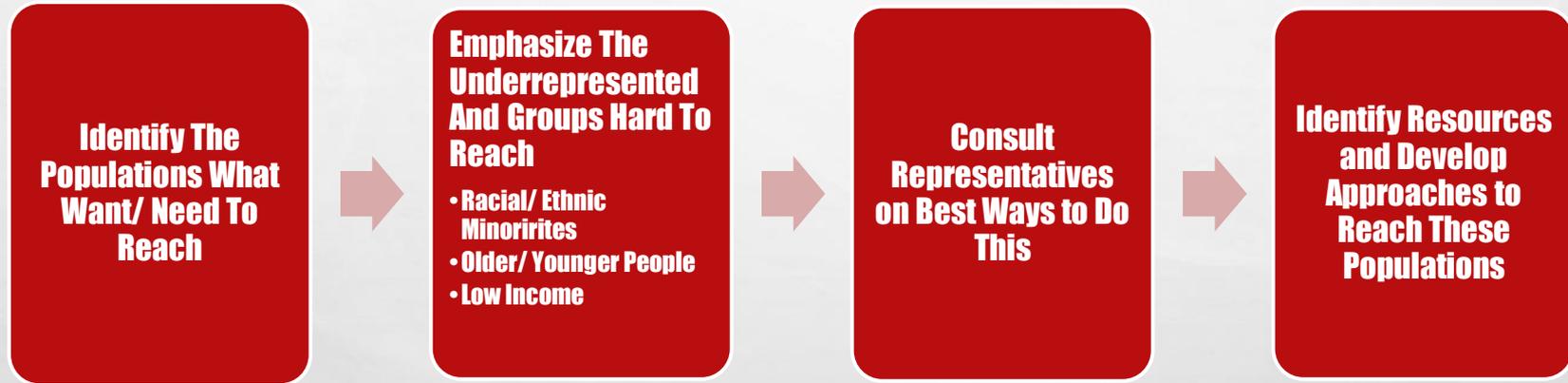
**Phone
interviews**

Emails

**Visit
Existing
Groups for
Ideas and
Feedback**

**Form an
Advisory
Group**

EQUITABLE COLLABORATION REACHING THE “HARD TO REACH”



EQUITABLE COLLABORATION TOOLS TO ENGAGE THE “HARD TO REACH”

- MEETINGS AT VARIOUS TIMES OF DAY
- CHILDREN’S ACTIVITIES & DAYCARE
- REACH PARENTS THROUGH SCHOOL ACTIVITIES FOR CHILDREN
- MEETINGS IN NEIGHBORHOODS & CHURCHES
- ROVING BUS TO SPORTS EVENTS, FESTIVALS, SHOPPING CENTERS
- TRANSLATED MATERIALS & LIVE TRANSLATION
- FIELD TRIPS



EQUITABLE COLLABORATION *INCLUSIVE*

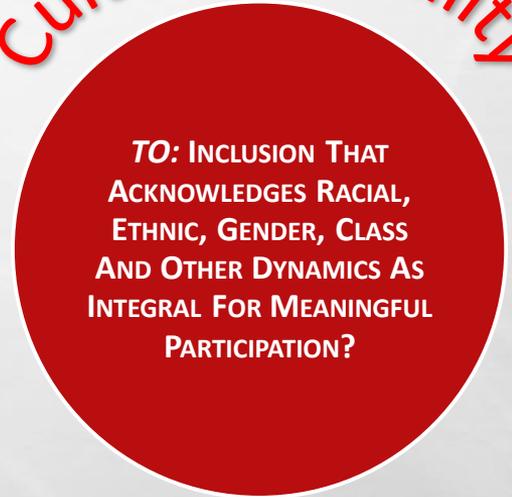
- 
- HOW MAY THOSE OF US WHO SEEK EQUITABLE COLLABORATION MOVE AWAY FROM:
- 



“THIS IS A PUBLIC MEETING, ALL MAY ATTEND”



Cultural Humility



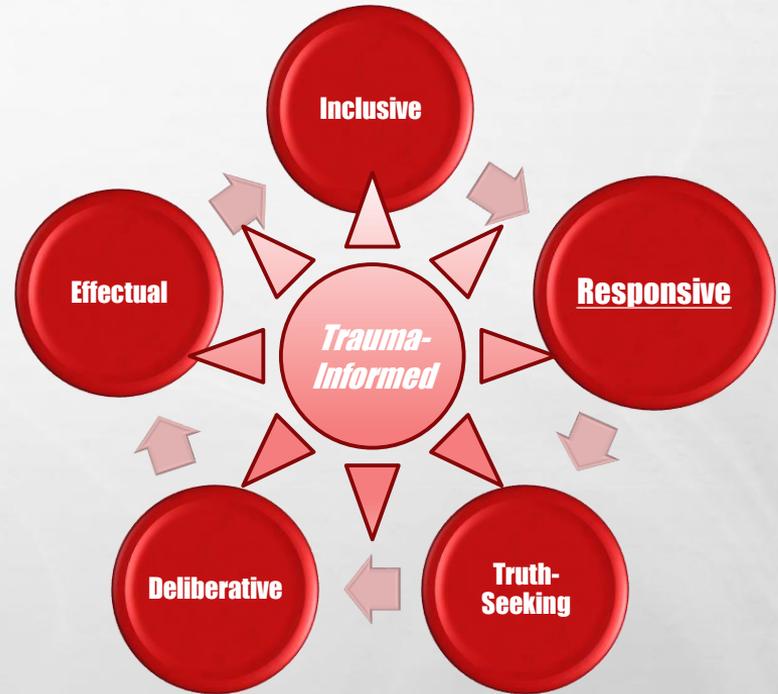
TO: INCLUSION THAT ACKNOWLEDGES RACIAL, ETHNIC, GENDER, CLASS AND OTHER DYNAMICS AS INTEGRAL FOR MEANINGFUL PARTICIPATION?

IF LEARNING AND GROWTH IS TO BE ENDURING IT MUST REACH ALL SEGMENTS OF A COMMUNITY

EQUITABLE COLLABORATION

KEY ELEMENTS

- **RESPONSIVE** - TOO MANY COMMUNITIES VIEW THEIR GOVERNING AUTHORITIES AS DISTANT, UNCARING, AND OUT OF TOUCH.
- **HOW CAN WE CREATE COMMUNITY ENGAGEMENT THAT IS MEANINGFUL, THAT ACKNOWLEDGES COMMUNITY QUESTIONS, NEEDS, CONCERNS AND IDEAS IN A MEANINGFUL WAY?**



EQUITABLE COLLABORATION

RESPONSIVE

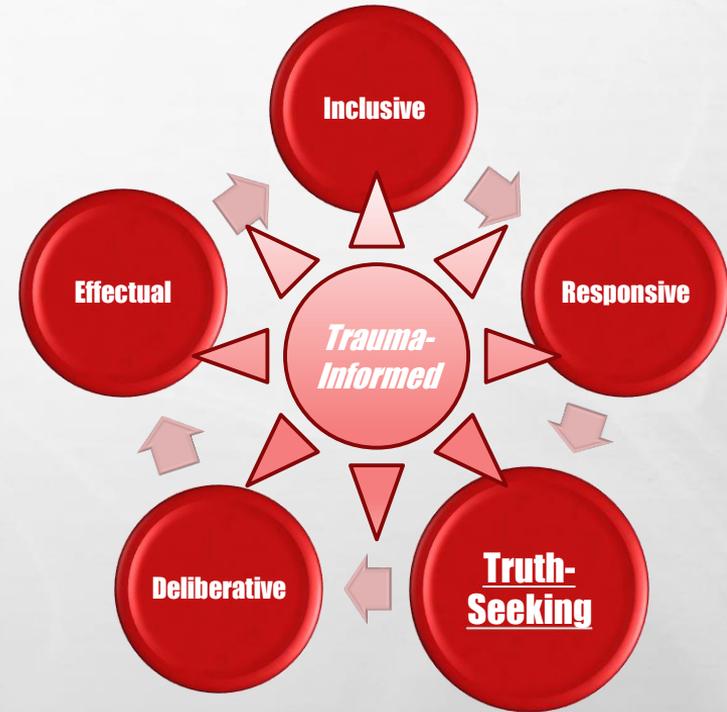
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EQUITABLE COLLABORATION

KEY ELEMENTS

- **TRUTH-SEEKING – INTENSE CONFLICTS**
INVARIABLY INVOLVE COMPETING CLAIMS OF TRUTH.
HOW MAY WE INVITE HONEST, MORE COMPLETE
KNOWLEDGE, EVEN WHEN - ESPECIALLY WHEN - SUCH
KNOWLEDGE MAY BE PAINFUL TO HEAR AND TO
UNDERSTAND?



EQUITABLE COLLABORATION *TRUTH-SEEKING*

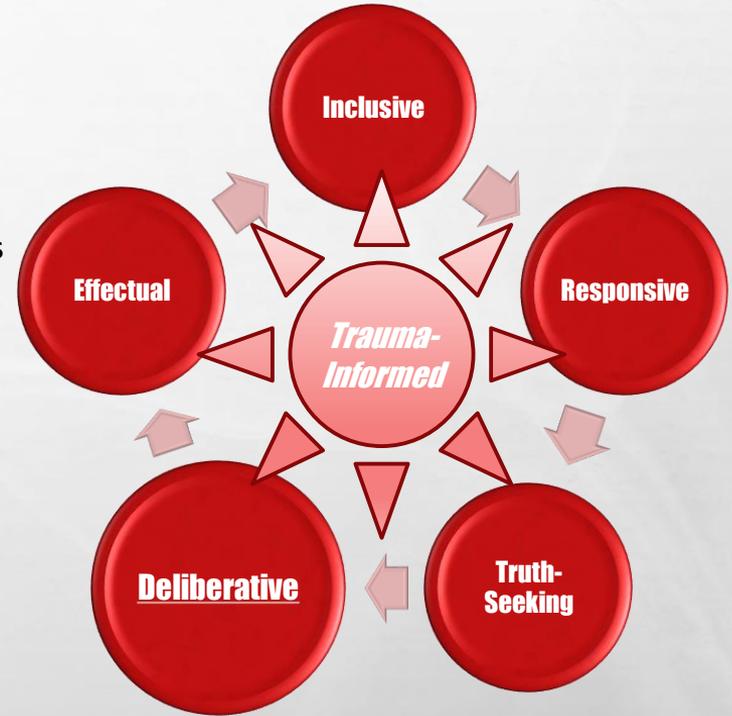
- INTENSE CONFLICTS INVARIABLY INVOLVE COMPETING TRUTH CLAIMS
- HOW MAY WE INVITE HONEST, MORE COMPLETE KNOWLEDGE?
- EVEN WHEN - ESPECIALLY WHEN - SUCH KNOWLEDGE MAY BE PAINFUL TO HEAR AND UNDERSTAND?



EQUITABLE COLLABORATION

KEY ELEMENTS

- **DELIBERATIVE** - COMMUNITY ENGAGEMENT THAT BEGINS BY INVITING PEOPLE TO PICK FROM ONE OR TWO OPTIONS POLARIZES. EQUITABLE COLLABORATION BEGINS WITH THE PREMISE THAT PEOPLE CAN AND WILL LEARN FROM ONE ANOTHER. IT FULLY EXPLORES ISSUES BEFORE SEEKING SOLUTIONS.
- IT FOSTERS BRAVE SPACES - PLACES WHERE PARTICIPANTS HONESTLY AND OPENLY CONFRONT THEIR PAST AND PRESENT, KNOWING THAT A BETTER FUTURE DEPENDS UPON SUCH ENGAGEMENT.
- IT FOSTERS REAL SHARED CIVIC THINKING, NOT BY A FALSE CIVILITY THAT PRIVILEGES ORDER OVER CANDOR BUT BY ACKNOWLEDGMENT THAT WE ALL CAN LEARN AND GROW, AND NEED TO DO SO TOGETHER.



EQUITABLE COLLABORATION TOOLS, INNOVATIONS, WAYS TO ENGAGE

- **ONLINE SURVEYS**
- **WRITTEN SURVEYS AT/ BEFORE MEETING**
- **INDEX CARDS FOR COMMENTS AND QUESTIONS**
- **FACILITATED SMALL GROUP DISCUSSIONS**
- **RECORDED STATEMENTS**
- **“OPEN HOUSE” (INFORMAL GATHERING) TO ALLOW AND ENCOURAGE INDIVIDUAL CONVERSATIONS**
- **IDEA BOARDS (ALLOWING COMMENT AND IDEAS)**
- **EMAIL COMMENTS**



EQUITABLE COLLABORATION

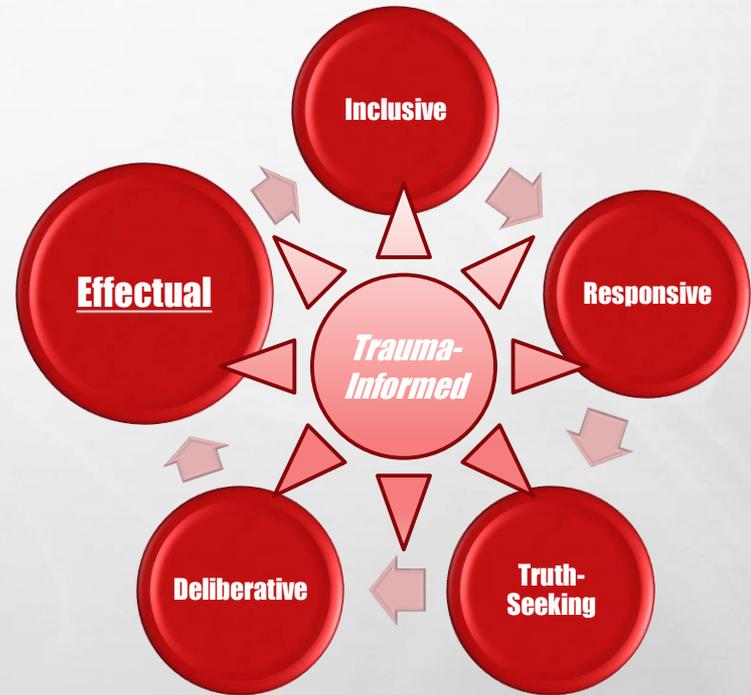
DELIBERATIVE

- EFFECTUAL PUBLIC DELIBERATION BEGINS WITH THE PREMISE THAT PEOPLE CAN AND WILL LEARN FROM ONE ANOTHER
- FULLY EXPLORES ISSUES BEFORE SEEKING SOLUTIONS
- FOSTERS BRAVE SPACES – WHERE PARTICIPANTS HONESTLY AND OPENLY CONFRONT THEIR PAST AND PRESENT, KNOWING THAT A BETTER FUTURE DEPENDS UPON SUCH ENGAGEMENT
- FOSTERS REAL SHARED CIVIC THINKING – NOT BY A FALSE CIVILITY THAT PRIVILEGES ORDER OVER CANDOR BUT BY ACKNOWLEDGMENT THAT WE ALL CAN LEARN AND GROW, AND NEED TO DO SO TOGETHER

EQUITABLE COLLABORATION

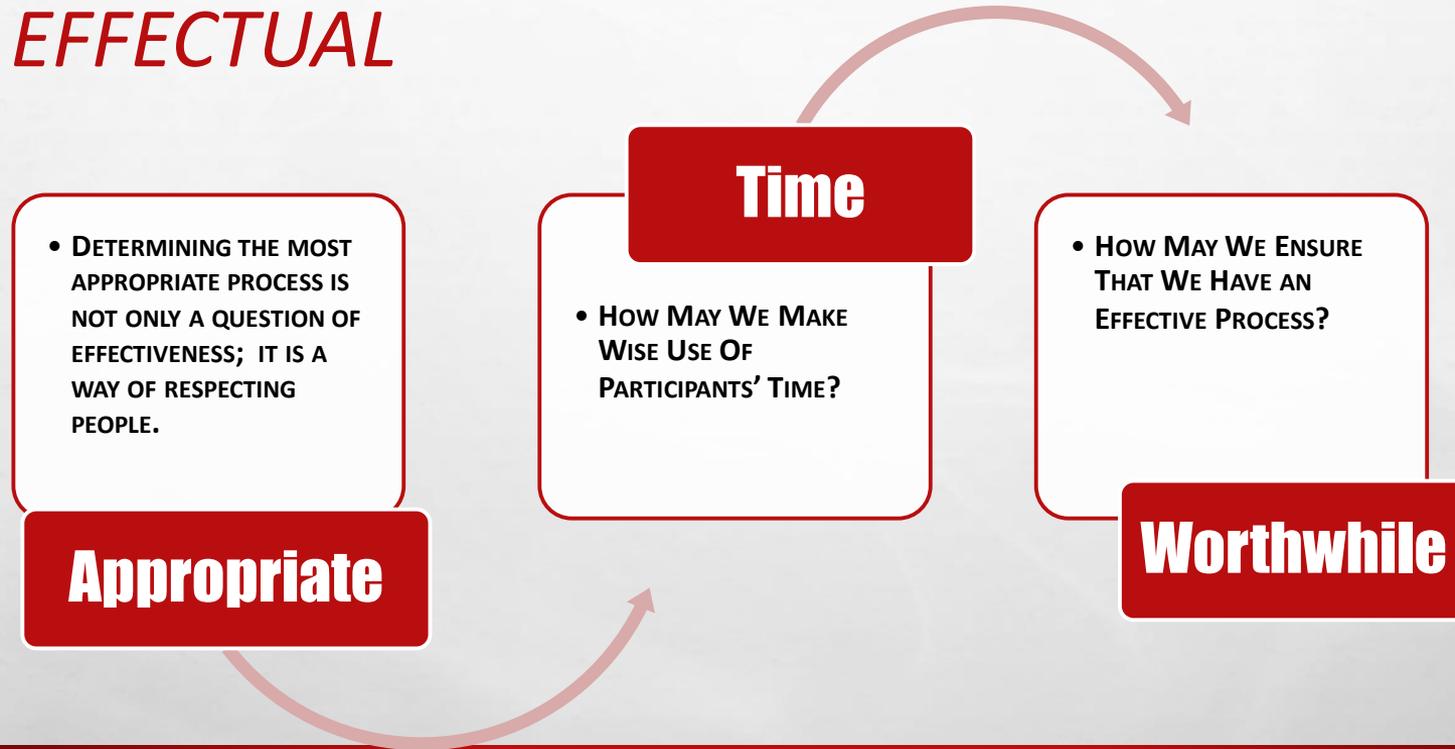
KEY ELEMENTS

- **EFFECTUAL** - DETERMINING THE MOST APPROPRIATE PROCESS FOR THE SITUATION IS NOT ONLY A QUESTION OF EFFECTIVENESS; IT IS A WAY OF RESPECTING PEOPLE'S TIME.
- HOW MAY WE MAKE WISE USE OF PARTICIPANTS' TIME?
- HOW MAY WE ENSURE THAT WE HAVE AN EFFECTIVE PROCESS?

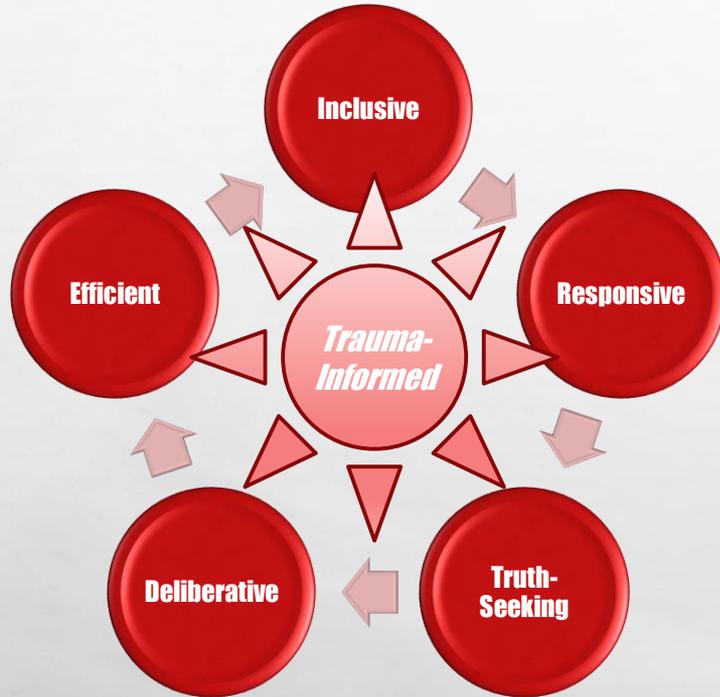


EQUITABLE COLLABORATION

EFFECTUAL



EQUITABLE COLLABORATION



- **TAKEN TOGETHER, THESE PRINCIPLES CAN FOSTER EQUITABLE COLLABORATION, WITH THE LEARNING, UNDERSTANDING, CREATIVITY, AND GROWTH NECESSARY TO PRODUCE WISE, WIDELY LEGITIMATE, AND ROBUST OUTCOMES.**

QUESTIONS?

THANK YOU