

Integrative Cases

Building the Cuyahoga River Valley Organization*

Sally Parker was heady with excitement. As the president and founder of the OD consulting firm, Currere, many of the ideas she had worked for over the past three years, in fact, many of the ideals she was passionate about, were coming to fruition. The Cuyahoga River Valley Organization (CRVO), an organization to be charged with carrying out the Cuyahoga Valley Initiative (CVI) through projects to restore the health and vitality of the region, was still not off the ground. There were lots of thinking to do and actions to take, but momentum was building for the transorganizational system that held the promise of not only rejuvenating the economic basis of the Cuyahoga River Valley but perhaps even restoring what was once a beautiful example of nature. As Sally pondered her next moves, she reflected on the history of the project, her involvement, and how the CRVO might be organized.

It had all started in November of 2000 with a series of articles in the *Cleveland Plain Dealer* entitled "The Forgotten Valley." Authored by Steven Litt, art and architecture critic for the local newspaper, the articles traced the history of the Cuyahoga River Valley and highlighted its "natural beauty and full-throated industry." As Litt concluded the series, he issued a challenge to the community to recognize and embrace the Valley as a place for "enjoyment, exploration, reinvestment, and renewal." In December, Cuyahoga County commissioner Timothy McCormick took up the challenge and the CVI was born.

*This case was developed and written by Sally Parker, with the assistance of Chris Worley. The case draws on several written documents and materials, including the Cuyahoga Valley Initiative website, the information on the Cuyahoga Valley in the Wikipedia site, the Cuyahoga Valley National Park site, and numerous documents prepared by the Cuyahoga County Planning Commission. The case was prepared for the purposes of class discussion and is not intended to illustrate either effective or ineffective handling of an administrative situation.

THE CUYAHOGA VALLEY

To understand the CVI, one must first understand the place—northeast Ohio and the Cuyahoga River Valley. As the transition point between the Allegheny Plateau and the Great Plains, the Cuyahoga Valley was the western frontier for the emerging American nation. The area of the valley is extensive, following the river as it flows south through Akron and Cleveland into Lake Erie, the 12th largest body of fresh water on the planet. The valley is home to the historic Ohio & Erie Canal and towpath system, once a prime contributor to Northeast Ohio's preeminence as an economic leader and now an integral part of the region's recreation system.

Deriving its name from the Iroquois word meaning "crooked," the Cuyahoga (or "Crooked") River Valley is the setting for one of the most significant examples of industrialization, urbanization, degradation, and preservation in America. Located midway between extensive deposits of natural resources and with access to land and water transportation networks, the Cuyahoga River Valley positioned northeast Ohio as an early center of industry. Cleveland and Akron gained reputations as trade centers thanks to a super-highway of canals and railroads that transported everything from cotton and coal, to coffee and window glass. Made possible by the technological advances of the Industrial Revolution, Cleveland, already a port on Lake Erie, became a center for steel mills because of its proximity both to the high quality iron ore from the upper Great Lakes region and to Ohio's bituminous coal. Shortly afterwards, John D. Rockefeller brought the oil industry to Cleveland in the form of refineries. Akron became home to the Quaker Oats Company and emerged as the "Rubber Capital of the World" when Benjamin F. Goodrich opened his factory to manufacture carriage and bicycle tires. Miller, Seiberling, Good-year, and Firestone companies soon followed suit and thrived as the popularity of the automobile grew.

Industrial progress, however, also was associated with increases in industrial waste, and the lower Cuyahoga River became a "flowing dump." In fact, the Cuyahoga River has caught fire at least three times since 1936. The third and final fire in 1969 gained worldwide attention and initiated the passage of the Clean Water Act in 1972.

The Clean Water Act greatly reduced the waste that went into the river, and the Cuyahoga River slowly began to heal itself. By 1998, the Environmental Protection Agency designated the Cuyahoga one of 14 American Heritage Rivers. However, and despite great strides forward, the Cuyahoga River is far from healthy. Environmental issues continue to plague the health of the river valley driven by urban sprawl, poor land use, and unsustainable development practices. Storm water runoff, flooding, and erosion continue to degrade the Valley. In fact, in addition to its designation as an American Heritage River, the Environmental Protection Agency has also classified portions of the Cuyahoga River Watershed as one of 43 Great Lakes Areas of Concerns. Thus, remediation of the Cuyahoga River continues.

Similar to the environmental plight of the river, northeast Ohio struggles economically as jobs, population, and personal income decline at a rate above that of the rest of the country (Figure 1). Middle-class households have fled older urban areas for outlying suburbs, and once thriving, working-class neighborhoods have

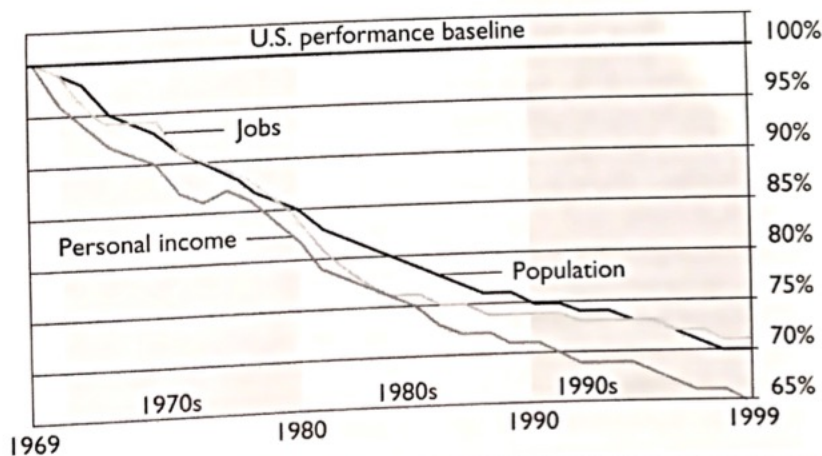
fallen into decline. Individual communities often find themselves in a "shell game," competing with neighboring communities and municipalities for the businesses, development, and residents that they hope will jumpstart their economies. Meanwhile, there are a growing number of initiatives and organizations advocating regional approaches to address shared economic challenges, leverage regional assets, and market northeast Ohio as a great place for new businesses, leisure travelers, conventions, and meetings.

The Cuyahoga River Valley is home to many of these physical, economic, and regional assets. Over its course, the river offers numerous experiences connecting nature, recreation, entertainment, history, neighborhoods, and industry. In one week, without a car, an adventuresome explorer could sail on Lake Erie, hike or bike on the towpath trail for hours through great scenery, visit a zoo, ride a scenic train, tour a steel mill, shop at a farmer's market, experience the Rock "n" Roll Hall of Fame, hike in a National Park, and sleep in luxury accommodations.

The Cuyahoga River Valley is an invaluable regional asset, which happens to encapsulate a microcosm of the world's environmental, economic, and social challenges. If approached with thoughtful action, these challenges could catalyze creative, innovative solutions for the region. The CVI provided a framework for leveraging this asset.

FIGURE 1

Greater Cleveland's Economic Growth (Compared to the U.S. Baseline)



SOURCE: Bureau of Economic Analysis, U.S. Department of Commerce.

THE CUYAHOGA VALLEY INITIATIVE

The CVI began in 2001 as a Cuyahoga County-funded project under the direction of the Cuyahoga County Planning Commission and at the request of the county commissioners. Since 2001, the slate of elected commissioners has changed, yet the county has continued to budget funding for the CVI so that work on the Valley can continue.

The initial objective of the project was to create codes, guidelines, and other tools that municipalities in Cuyahoga County would use to direct redevelopment. Driven by the vision of the County Planning Commission Director Paul Alsenas, the project soon became known as the Cuyahoga Valley Initiative, a regional initiative for sustainable transformation and regeneration. Under Paul's leadership and the commitment and vision of a small team of county planners, the CVI expanded to a multicounty effort to create a culture of sustainability, using the Valley as a laboratory. During this time, local and national consultants, including Sally Parker's firm, Currere, joined Paul's team to engage hundreds of individuals and organizations that were part of the Valley.

Through Paul and the CVI team's efforts, the CVI developed a framework to guide action grounded upon the social, ecological, and financial principles of sustainability. Four principles and six organizing ideas formed the basic structure. The four principles were Build Connections, Renew the Economy, Create a Sustainable Urban Ecology, and Appreciate Our Shared Heritage. The six organizing ideas, or goals, helped to sort out the complexity of the place and provide a unique perspective on the Valley. These included:

Working River: Through innovative watershed management, the Cuyahoga River will be maintained as a state-of-the-art working river that serves industry and recreation, while being supported by healthy natural systems.

Healthy Valley: Through ecological restoration, the Cuyahoga River Valley community will transform the urban watershed to become an environmental treasure for the region, flourishing with life-sustaining, healthy natural systems.

Destination: The Cuyahoga River Valley will become a popular recreation and tourist destination.

Residents and visitors alike will enjoy the Valley's cultural, historical, and ecological amenities.

Art and Design: The Valley will be a place of experimentation and creativity where new design paradigms that join artistic expression with purpose are tested.

Business Innovation: The Cuyahoga River Valley will become known for industry and thought models in economic development through environmentally friendly development and business practices.

Community Capacity: Every community will combine its diverse assets and talents with global best practices in a way that increases individual and community wealth, encourages the development of existing and new businesses, and brings about environmental health.

As work on the Initiative advanced, it quickly became evident to Paul and the team that the Valley's transformation, as envisioned by the Cuyahoga Valley Initiative, would require more capacity than the County Planning Commission could commit. Collaboration and cooperation amongst many different individuals and organizations with many different agendas over a long time period was required to accomplish the CVI mission. County and municipal governments; a wide variety of governmental agencies and authorities; environmental, social service, and economic development non-profits; for-profit businesses (large and small, local and global); and Valley residents were among the stake-holders to be involved in meaningful action. The team realized that the CVI needed to move beyond the walls of County Planning, and in 2005, they engaged Sally's company to explore the type of organization required to take on the work of the initiative.

THE DESIGN PROCESS

Sally's exploration began by engaging the community in a variety of one-on-one dialogues. Her team talked with more than 80 representatives from local and regional organizations, including Valley municipalities, community and economic development organizations, county government, regional authorities, local universities, Valley-related nonprofit organizations, real estate developers, and Valley businesses and

landowners. Through these conversations, the team learned that:

- The Cuyahoga Valley is seen as an asset for the northeast Ohio region. Although many did not experience the Valley as a cohesive place, they felt that the area could sustain a rich range of experiences for businesses, leisure travelers, conventions, and meetings that could brand the region.
- In a region that tends to be fragmented and divided, the Cuyahoga Valley was universally perceived as a place of “connection and joining.” In fact, many saw the Valley as a natural and nonthreatening “venue for regionalism”—as a way to leverage the region’s sustainability efforts and other agendas, such as improving racial inclusion and income equity, attracting and growing businesses, reducing government fragmentation and inefficiency, and reducing sprawl and improving regional connectivity.
- The Cuyahoga Valley Initiative was not widely understood and in fact was a source of confusion and suspicion for some members of the community. Those with knowledge of the CVI were generally optimistic and intrigued with its approach and were eager to see results.
- If the Cuyahoga Valley Initiative was to have any chance of realizing its vision, it had to expand beyond the borders of Cuyahoga County and include Summit County to the south (Figure 2). This meant taking on a significantly larger area, including 25 local governments, three special government districts, numerous State of Ohio departments, over 40 nonprofit organizations, and thousands of private businesses and residents whose work and property management practices influence the Cuyahoga Valley—each entity having its own priorities and ways of operating.
- Any organization charged with the mission of the CVI would need to provide overall coordination and a cohesive context—or vision—for the many organizations working in the Valley. It would need to facilitate new kinds of collaborations whose work would benefit both the Valley and the members of the collaboration.

Participants in these conversations also shared a sense of reluctance about forming any kind of new organization. They warned Sally’s team to “think long and hard” before recommending the creation of a new organization in a region that is saturated with nonprofits and

governmental entities already competing for an insufficient and shrinking pool of resources—and where funders are looking at consolidations and collaborations to reduce redundancies.

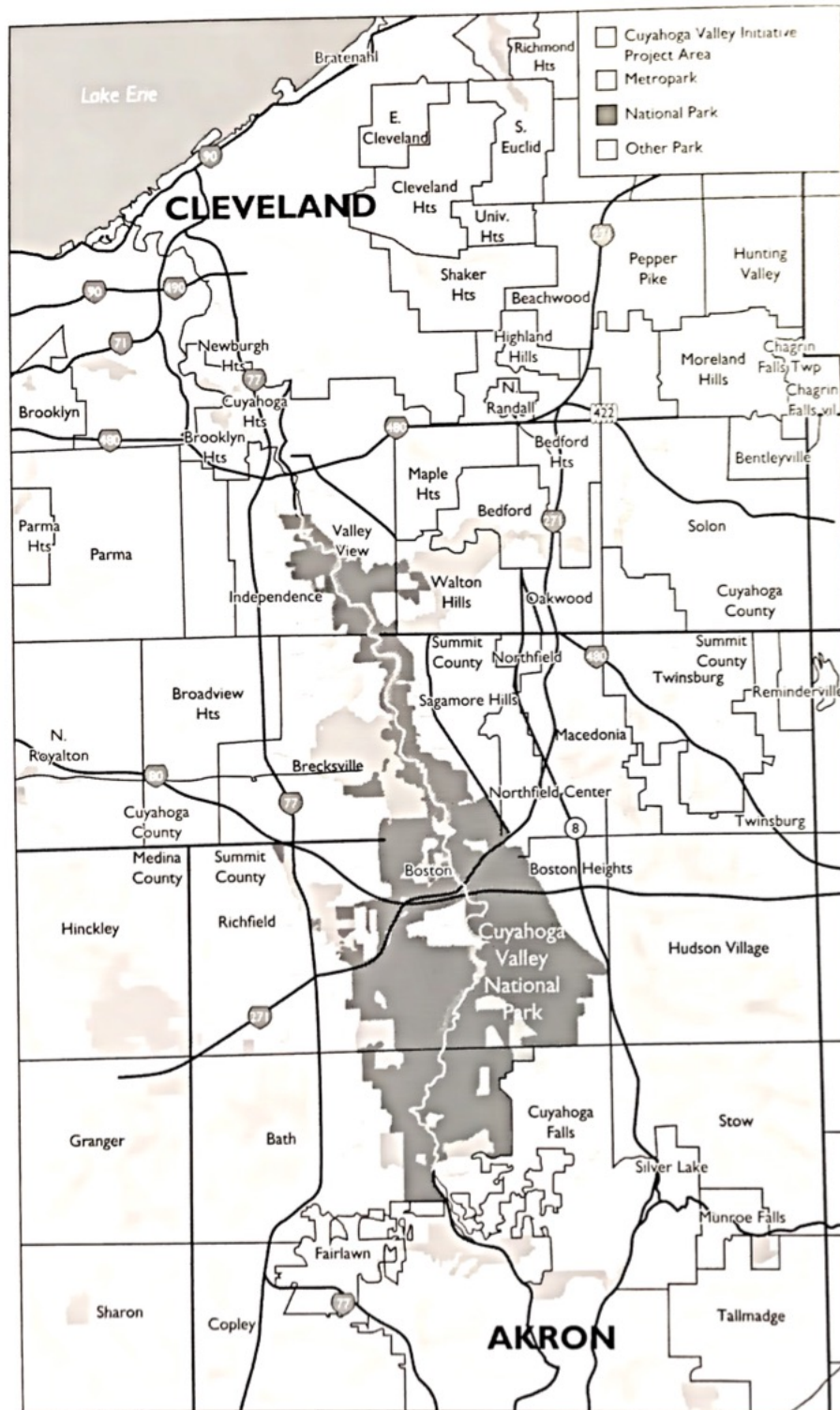
As Sally’s team considered all of this, they drew three primary conclusions:

- The Cuyahoga Valley is an asset worth leveraging and the CVI appears to be an adequate, if not inspiring, framework for its regeneration.
- To accomplish its objectives, the Cuyahoga Valley Initiative needs organizational capacity beyond that currently present in the community. It needs an organization able to work with a wide variety of organizations and agendas and able to provide context and a course and model for collaborative action.
- The formation of any new organization will be scrutinized by the community regardless of how “needed” it might be. From the get-go, its existence will have to be “justified” in the eyes of the community as an organization that is essential, non redundant, and legitimate.

Developing the Design

Armed with these conclusions, Currere worked with the County Planning Commission to secure supplemental funding through a grant from The Gund Foundation. With this funding, they decided that the next step was to think about the required design to deliver this additional capacity. Their design process was grounded on four key principles:

1. **Place Based:** The people of the community should design the organization to serve the needs of the place as a physical ecology, human community, and economy.
2. **Experiential, Participatory, Collaborative:** The organization design experience should expand thinking and perception and demonstrate how neutral space is created to support cross-organizational and cross-sectoral work.
3. **Task and Capacity Focused:** The process should accomplish specific results, while expanding individual and group capacity to accomplish additional results.
4. **Transparent:** Participants need to represent the mission and capabilities of their organizations, remaining transparent about their organization’s interests or agendas.

FIGURE 2**The Cuyahoga River Valley**

Following the above principles, Currere and the CVI team formed an ad hoc group of "usual and unusual suspects"—14 individuals representing different organizations and initiatives throughout Cuyahoga and Summit County. Pulling this ad hoc group together was a critical part of the process. The team created a matrix of the characteristics, expertise, experience, and perspectives they felt were important within this ad hoc group and brainstormed a list of prospects. They sought broad and systemic thinkers, civic champions, innovators, and leaders. They looked for individuals not afraid to speak the truth yet willing to listen to others. They wanted vision and passion about northeast Ohio and the Cuyahoga River Valley; they needed commitments of time and energy.

Paul and Sally began to meet with each of the prospects. Armed with information about the value and importance of the CVI, they prepared for a challenging "sell," expecting to be delegated to less powerful people in the chain of command. They were wrong. In fact, they were met with a great deal of interest. Whether they were meeting with the general manager of one of the world's largest steel companies, busy and successful entrepreneurs, the leader of the County library system, a mayor, a city councilman, or the head of strategy for a national developer, the most common response they got was, "How can I not do this? How can I not take this on?"

So, having met with an overwhelmingly positive response from this group of prospects, the task was to narrow the group down to 14. Together, this final ad hoc group, Currere, and the Planning Commission comprised the design team.

Under Currere's leadership, the design team immersed themselves into the Valley as place—a physical ecology, human community, and economy. Over a period of five months, the design team met about every three weeks for half-day sessions that were held in different locations throughout the Valley. In addition, three full-day sessions were conducted to provide the design team an opportunity to "try on" organization design criteria and principles with real Valley projects and the people and organizations working on them. For example, several Valley-related projects, such as the East Bank Flats Redevelopment and the City of Cleveland's industrial brownfield land-bank initiatives, were already underway, and the day-long sessions

allowed the design team to think about how projects, sponsors, governments, and organizations might fit together into an organization model.

These meetings resulted in the design team grasping the complexity of a place that was the size and scale of the Valley and that hosted such a diversity of ecological, economic, and social issues. They realized how many organizations—large and small from different sectors—were already working to advance their agendas and affect the Valley. They also wrestled with questions about the essential "DNA" of an organization whose function was the transformation of such a place. They talked about the Valley as a whole system and wondered where attention and energy should be focused to catalyze and accelerate transformation and regeneration—to achieve results and create value. The design team had an epiphany as they struggled to define the physical boundaries of the Valley and to prioritize the places where work should be focused. *The primary point of leverage for effecting change in the Valley was not a project or a physical place—the primary point of leverage for transformation was people and the human network they formed.*

With this insight, the group's focus shifted to looking at the Valley as a networked system of people and organizations.

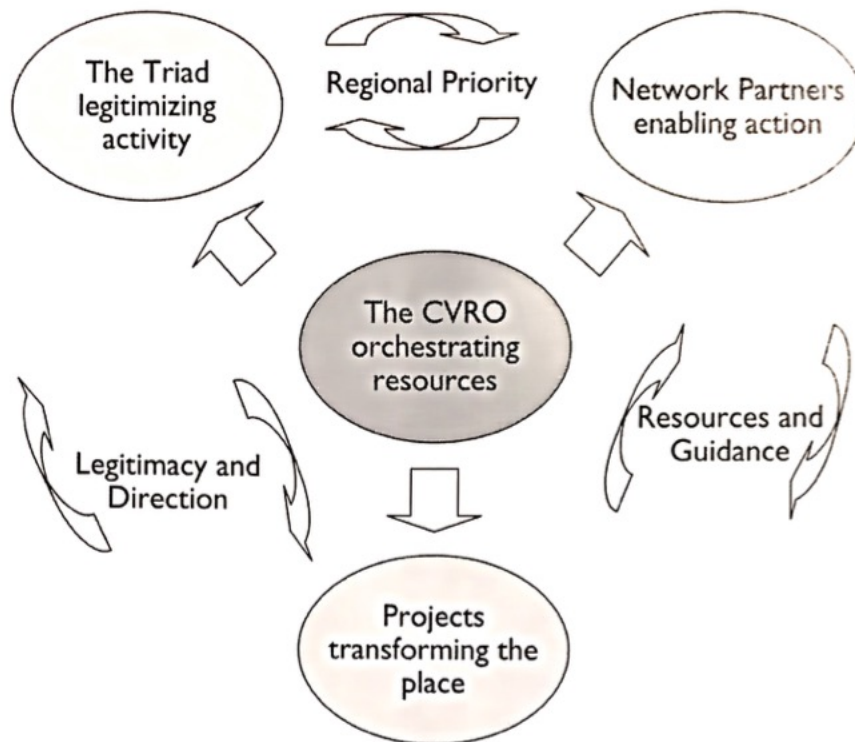
The Essential Components of the Network

With Sally's help, the design team pieced together the essential elements of the system that required coordination. Rather than a singular organizational form, the Valley's transformation called for four different networks of organizational capacity working together in *partnership* to effect change (Figure 3). Central to the partnership was the Cuyahoga River Valley Organization (CRVO), acting as an orchestrator for the other three: the triad, network partners, and projects.

- **The Triad** refers to a group of individuals representing three key stakeholders—government, business, and foundations within the two counties—that can collectively legitimize and support the system of activity. This means legitimizing the Valley and the CVI as a top regional priority and the CRVO as the organization charged with the CVI mission. For the CRVO to be able to work through a network of other organizations, it must

FIGURE 3

The Cuyahoga River Valley Partnership



be seen by those organizations and the community as the legitimate entity to carry out this work. This legitimacy can be afforded through an articulated agreement between the governments, foundations, and business communities to:

- Legitimize and fund the transformation of the Valley as a top regional priority
- Authorize and fund the CRVO as leader and orchestrator of the Valley's transformation
- Ensure the CRVO's autonomy to operate as a neutral body that can develop the multiple agendas essential for regional transformation

It is through the Triad that the CRVO can be positioned in the community with the authority, autonomy, and resources necessary to accomplish its mission.

- **Network Partners** are organizations and individuals committed to doing and enabling the work of transformation in the Valley. There are a number of these organizations and individuals, some of them networks in their own right, who are currently working on a wide variety of interests in the Valley and the number seems to grow daily.

The challenge is that these networks tend to be fragmented and focused on projects that advance specific objectives. The Valley transformation will require the emergence of a more robust and integrated "action" network of people and organizations working on the kinds of projects that will achieve positive impact at scale in the Valley. A network partner, like one of the park districts, would be motivated to be a part of this network because they would see it as a way to facilitate the accomplishment of their own objectives and also the larger regional objectives. The network would represent a means to accomplish more with less—provided each player is able to satisfy their own organizational interests.

- **Valley Projects** are where the rubber meets the road—where the Valley transformation will take shape. Many Valley projects and initiatives are already underway, engaging numerous organizations. For the CRVO, the priority would be initiating and supporting projects that address the most pressing needs of the Valley, can have an impact at scale, and will help build the Valley network.

- *The CVRO*, as the fourth element, is the orchestrator of the larger network and serves as a champion of the Valley's transformation and regeneration as a whole place. Working with a clear and compelling identity and vision, it would provide thought and action leadership, inspiration, context, direction, and coordination. As a hub or orchestrator, it would assemble resources and projects with legitimacy to maintain a robust network of individuals and organizations willing and able to advance the Valley's overall health and effect change at scale. Since there was no single entity whose scope and focus was the transformation of the Valley as a whole, the CRVO is the only organizational form in the partnership that may in fact require the incorporation of a new entity.

A Process to Operate the System

In addition to the different forms of organizational capacity, the design team realized that the Valley's transformation would require a new "protocol" or process for working together within an expanded set of values that integrates economic, environmental, and social benefit. The protocol would support a process of exploration and discovery through trial and error and would have to be created from scratch. There were no time-tested models to draw on. In essence, the CRVO would be asking individuals and organizations to step into action, trust an exploratory process, and collaborate with others for mutual value in a region historically characterized as risk averse, fragmented, and distrustful. Even though northeast Ohioans were expressing a growing interest in regionalism, there were very few examples of collaborative regional initiatives and fewer, if any, at the CVI's scale and level of complexity.

The protocol would require working in ways that probably felt counter to conventional wisdom and often seem paradoxical. For instance, teams would need to be encouraged to "slow down to speed up"—to spend time building a foundation for intelligent and more aligned action. The protocol would help to identify how the Triad, network partners, and the CVRO contributed to such a process. In addition, participants of divergent groups would be asked to put their individual and corporate agendas on the back burner and be curious about the agendas of others—all in the interest of mutual benefit. The protocol would provide a decision process that would encourage the integration of divergent views without paralyzing action.

Carrere and the CVI knew that this would be a core challenge for the Cuyahoga Valley Initiative in general and the CRVO in particular. The CRVO, the Triad, and the Network Partners would need to live with the reality that individuals and organizations working in the Valley would be under constant pressure to default to traditional, known ways of working—particularly when tensions and stakes are high.

Implementing the Design

As Sally and the CVI team thought about the tasks ahead, their biggest challenge was how to operationalize the network system and in particular, how to design and implement the CRVO. They knew that the reason for the CRVO's existence had to be clear and compelling and the design easily understood. Sally emphasized that the CRVO could be fully grasped only in the context of the Valley partnership as a collaborative system, even though the partnership concept was complex and might be confusing. She knew that the role of each of the four elements of the partnership needed to be articulated—keeping in mind the need for a protocol or system-wide decision-making process. Sally and the CVI team needed to think about (a) the detail of the design and operating practices of the CRVO and (b) how the CRVO would develop the protocol. She began to consider the following.

Purpose, Value Proposition, and Strategy From the beginning, the team heeded the community's caution about creating "yet another organization." They knew that for CRVO to have value in the Valley, it would need to provide tangible benefit to individual stakeholders and the broader regional community. It could not appear to create redundancies or compete with the organizations and initiatives already at work in the Valley. It had to provide a unique capacity that did not exist elsewhere and was essential and desired by the community.

They realized that at its core, the *purpose* of a CRVO would be to promote and leverage the Cuyahoga River Valley for the benefit of the region and to do that it would need to:

- Provide strategic thought leadership and direction;
- Establish a sense of identity and coherence for the Valley;
- Set and coordinate a course for aligned and collaborative action;
- Invite and engage the Cuyahoga River Valley community (organizations and individuals within the network partners) to work together in the Valley;

- Identify, facilitate, and launch projects responsible for revitalizing the Valley.

It would need to take on the following most pressing needs of the Valley:

- Healthy ecology, particularly of the water and air sheds;
- Industrial regeneration to leverage the assets in the industrial valley;
- A robust infrastructure system to link places, people, and experiences;
- Healthy place-making to create and re-create great neighborhoods and economies.

It would need to demonstrate its *value proposition* to its stakeholders by:

- Acting on behalf of county and municipal governments, the business community, and foundations, helping them to accomplish their objectives for sustainability within the Valley, while mitigating the risk associated with their direct leadership and/or involvement;
- Assembling and organizing regional and global expertise essential for transformation toward place-based sustainability and organize capacity for impact at scale;
- Promoting the Cuyahoga River Valley experience as a core component of the region's branded identity;
- Maintaining focus on the Cuyahoga River Valley as a top regional priority and be a constant force for focused and effective action;
- Leveraging the capacity of the Valley network for maximum effectiveness; nurturing/ managing relationships throughout the network; and gaining community support.

Assembling—or aggregating—people, places, and experiences to create mutual value would be CRVO's core *strategy*. By integrating and organizing the many resources and experiences of the Valley, the CRVO increases the value of the Valley to visitors, residents, developers, business, etc.

Stakeholders and Customers In very general terms, CRVO's stakeholders and their related interests include the following:

- The Place—The Cuyahoga River Valley is an ecological, economic, and human community and the CRVO is its representative. The Place demands

representation in the decisions of governments, the community, businesses, and nonprofits.

- The Triad—The shared agreement of Summit and Cuyahoga County governments, business community chambers, and foundations should support, legitimize, and authorize the CRVO as the leader and orchestrator of the Valley's transformation. As a collective, these organizations want to see that the Valley is leveraged for the good of the region—economically, socially, and environmentally. Individually, each organization wants to build goodwill amongst its constituents and stakeholders, demonstrating collaboration and sound investment in the Valley.
- The Network Partners—These are the core organizations of an emerging Valley action network whose support and collaborative efforts will transform the Valley. These organizations want to demonstrate an ability to work with others for the good of the region while advancing their own objectives. They want their work in the Valley to demonstrate their value as an individual organization and as an essential component of the Valley network. Finally, they want to be able to strengthen their own capacity and expand their reach and visibility.
- The Regional Community—The broader community served by the Valley's transformation wants to enjoy the Valley and be able to benefit from it.

Core Work Ultimately, the design team saw the work of the CRVO in five primary categories—leadership, network development and management, marketing/branding, knowledge creation and management, and funding—all in service to the Valley. In the early stages, however, the focus of the organization would need to be narrowed to include securing and coordinating financial and human resources for initiating, leading, and/or managing projects and activities that:

1. Restore air, water, and land quality in the Cuyahoga Valley;
2. Improve the performance of businesses already sited in the Valley with respect to sustainable ecological practices, and create an attractive market for new sustainable businesses in the Valley;
3. Promote and advocate for investments in high-performance infrastructure throughout the Valley watershed;

4. Advocate for a regulatory and legislative environment that supports "healthy place-making" in the Valley;
5. Build a robust Valley network.

Getting the CRVO Off the Ground For Sally and the team, this was perhaps the biggest concern. The Valley has so many players, is large and complex, and is not perceived as a cohesive place—like the Napa Valley or Silicon Valley. Although there are networks of individuals and organizations interested in the Valley, they tend to be localized and project focused, often burdened with competing agendas.

From the beginning, the CRVO needs to be legitimized as the "face of the Valley," yet it will need to launch before the Triad is fully formed. In fact, its existence will help the Triad develop, and while it needs the Triad to legitimize it, the CRVO will also need to maintain its autonomy because it needs to be able to work in ways that are nontraditional and may appear "risky."

What gave life to the CVI was the vision and tenacious focus of Paul Alsenas. Finding that kind of champion to continue to drive the CRVO forward is

perhaps the next greatest challenge. The organization needs to be able to start small, and stay small, honing its skills as an initiator and orchestrator. It cannot represent redundant capacity. The CRVO can accomplish its vision only by working with and through the expertise and capacity of a Valley network. From the inception, it will need to inspire other organizations to follow its lead—and trust its process. It will need to keep its eye on the prize—which is the Valley *in service to the region*—and continually evolve to best meet the Valley's needs, remain adaptive, inventive, resourceful, and stealth-like.

Questions

1. Assuming you are Sally Parker, describe the process you will initiate to form the CVRO and the protocol for decision making in the network.
2. Describe the organization design features—structure, human resource processes, leadership—that you think should characterize the CVRO.
3. What do you think are the obstacles and facilitators to your process? What are your personal hopes and fears in conducting this task?