



PACIFIC COAST COMMUNITY SERVICES, INC.

CULTURAL COMPETENCY, DIVERSITY, EQUITY, AND INCLUSION PLAN 2023-2024



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I. INTRODUCTION

Pacific Coast Community Services ("PCCS") values diversity in persons served, employees, community partners, and other stakeholders. PCCS seeks to fully serve the community and the diversity it represents. PCCS' Mission Statement is to provide long-term employment to diverse populations, including veterans, persons with disabilities, and those re-entering the workforce.

PCCS is committed to ensuring all communities view PCCS as an organization that is responsive to their needs. To fulfill this commitment, PCCS must be strongly committed to diversity in all aspects of our work and must be a culturally competent organization. PCCS is committed to building dignity and enhancing the quality of life for individuals and families, eliminating barriers, and providing opportunities. PCCS achieves this mission by interacting with the respective communities to which it serves. Each community, and our community, is comprised of diverse people from a variety of backgrounds.

PCCS addresses persons of race, age, gender, sexual orientation, spiritual belief, socioeconomic status, language, and diverse groups (such as veterans, persons involved in public safety, and disability). This plan design demonstrates the understanding and care PCCS places on all individuals regardless of where they are in life. PCCS also reserves the right to continue to understand these individuals, while knowing that not every individual in the community will respond positively to PCCS's understanding.

PCCS respects and embraces the variety of cultures of which it is privileged to be a part. Our vision of transforming lives through the power of work, one person at a time, is realized through PCCS exacting its Cultural Competency, Diversity, and Inclusion Plan.

PCCS believes that society in general, and PCCS in particular, benefit from the contributions of people with diverse personal characteristics (including but not limited to race, ethnicity, religion, age, geographic location, sexual orientation, gender, and type of disability).

Embracing diversity in the workplace makes for better creativity, acceptance, tolerance, and innovation. It also broadens the range of knowledge, skills, and abilities of our staff members. Better program decisions can be made based on culturally diverse perspectives. As an agency, our focus on cultural competency and diversity will enable us to improve our ability to provide culturally sensitive services to the individuals we serve.

Our vision is for PCCS to be a diverse and culturally competent organization, capable of serving people and their families in an increasingly diverse, multicultural society. Our board of directors, executives, and staff are composed of individuals who are representative of the diversity that exists in the communities they serve. Our advocacy, programs, services, and supports are relevant and accessible to persons of different races, ethnicity, and other dimensions of diversity.

We are leading the way in promoting diversity and cultural competency among organizations that serve people with disabilities and their families, in the disability community, and in the larger nonprofit sector.

Engaging with colleagues, partners, and people with disabilities of diverse backgrounds is critical to our ability to achieve our organizational mission, and this can best be accomplished by:

- Establishing and upholding an inclusive service network that mirrors the unique qualities of the communities we serve, while championing diversity across every level of our organization--ranging from its leadership (board), administrative personnel, and service staff, to our volunteer network;
- Valuing the perspectives and beliefs of all employees, adhering to the belief that this level of diversity adds to the richness of our organizational culture; and
- Applying standards to how we operate that support and affirm equal dignity and rights for all.

II. TERMS DEFINED

A. What is Cultural Competency?

Cultural competency is a set of congruent behaviors, attitudes, and policies that come together in a system, agency, or among professionals and enable that system, agency, or those professionals to work effectively in cross-cultural situations. Cultural competency is the ability to understand, communicate with and effectively interact with people across cultures. Cultural competency encompasses:

- Being aware of one's own worldview;
- Developing positive attitudes towards cultural differences; and
- Gaining knowledge of diverse cultural practices and world views.

Pacific Coast Community Services' Cultural Competency, Diversity, and Inclusion Plan outlines the behaviors, attitudes, and policies that allow us to work effectively in cross-cultural situations.

Cultural competency is the ability to recognize, respect, and address the uniqueness of every individual, which is often affected by their culture, race, ethnicity, age, gender, spiritual beliefs, sexual orientation, disability, language, and socioeconomic status. These cultural influences may impact a person's needs, sense of worth, thoughts, communications, actions, customs, beliefs, and values.

Cultural competency is the ability to understand and interact effectively with people from other cultures. PCCS recognizes that cultural competency is a key principle that must be integrated within all aspects of the services we deliver. Through our attitudes, organizational structures, policies, and services, we will strive to respond effectively to the needs of all persons served, as well as their families, stakeholders, employees, and the community from culturally and linguistically diverse groups.

B. What is Diversity?

Diversity is the existence of many unique individuals in the workplace and community. This includes people from different nations, cultures, ethnic groups, generations, backgrounds, skills, abilities, and all the other unique differences that make each of us who we are.

Dimensions of Diversity

The PCCS Diversity Committee identified the following personal characteristics as dimensions of diversity. The focus of this Diversity Strategic Action Plan is on race and ethnicity.

- Race
- Ethnicity
- Gender identity or expression
- Sexual orientation
- Disability status and type
- Religion/spirituality
- Political party, views, and/or ideology
- Relationship to persons with disabilities (e.g., parent, sibling, and/or friend)
- Viewpoint on disability issues
- Languages spoken or used.
- Country of origin
- Military service
- Socioeconomic status
- U.S. territories
- Tribal communities'
- Geographic locale (e.g., urban, rural, suburban, and frontier)
- Educational level attained
- Age

C. What is Inclusion?

Inclusion is demonstrated by a work environment where everyone has an opportunity to fully participate in creating business success, and where each person is valued for his or her distinctive skills, experiences, and perspectives. Inclusion is also about creating a community where PCCS connects everyone and everything through our products, services, and our winning workforce.

D. What is Linguistic Competency?

Linguistic competency is the capacity of an organization and its personnel to communicate effectively and convey information in a manner that is easily understood by diverse groups, including persons of limited English proficiency, those who have low literacy skills, individuals with disabilities, and those who are Deaf or hard of hearing.

III. THE IMPORTANCE OF CULTURAL COMPETENCY

As PCCS continues to meet the needs and expectations of increasingly culturally and ethnically varied populations, a better understanding of cultural differences and their relationship to the hallmarks of quality service (respect, inclusiveness, and sensitivity) become essential. Serving diverse populations, after all, is not a "one size fits all" process. Diversity includes all differences, not just those that indicate racial or ethnic distinctions.

As part of our commitment to continuous improvement, PCCS will respond to the changing needs and expectations of the people we serve and our stakeholders, in conjunction with the changing business needs of our organization. Through ongoing strategic planning, we will ensure that our leadership maintains a viable planning structure focused on our mission, vision, and core values that guide our business practices.

The creation and implementation of our Cultural Competency and Diversity, and Inclusion Plan is an essential foundation to ensure that our staff, persons served, and other stakeholders develop awareness and sensitivity specific to the diversity of our service delivery areas. Diversity, equity, and inclusion (in terms of culture, age, gender, sexual orientation, spiritual beliefs, socioeconomic status, and language) are addressed in this plan.

The framework for our Cultural Competency and Diversity, and Inclusion Plan is based on CARF's ASPIRE to Excellence® model and uses the CARF standards as a guide to ensure an ongoing process of continuous quality improvement.

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A. PCCS’s Mission, Vision, Values, and Purpose for Creating this Cultural Competency and Diversity, and Inclusion Plan

Set forth below are Pacific Coast Community Services' **Mission, Vision, and I CARE Values:**

Mission: To provide training and long-term employment for veterans, persons with disabilities, and those re-entering the workforce.

Vision: Develop opportunities for veterans, persons with disabilities, and those re-entering the workforce that allow gainful employment, eliminate barriers, which improve quality of life.

I CARE Values: Inclusion (Embrace all people equally)
Compassion (Serve with the heart)
Aspiring Workforce (Together, changes lives through the power of Work)
Respect (Uphold all people with dignity and trust)
Empathy (Walk in each other’s shoes)

B. Purpose of PCCS’s Cultural Competency and Diversity, and Inclusion Plan

To ensure PCCS employees will have a greater awareness and then be able to successfully respond to the diversity of our stakeholders. This includes areas such as spiritual beliefs, holidays, dietary regulations or preferences, clothing, attitudes toward impairments, language, how and when to use interpreters, etc.

Our equity vision is to build upon our core values, creating an organization that is welcoming, safe, accessible, and inclusive. We are committed to:

- Ongoing implementation of our anti-racism and anti-oppression policy which promotes our vision and includes procedures for handling issues of discrimination;
- Promoting equity principles as an integral part of our ongoing activities;
- Developing and maintaining ongoing relationships with diverse populations and communities;
- Encouraging and creating real opportunities for staff, customers, clients, and volunteer participation at all levels;
- Creating and implementing hiring and recruitment practices that are inclusive;
- Ensuring that all print, visual, and other promotional materials reflect diversity and inclusivity and present positive images;
- Promoting and conducting ongoing anti-discrimination and equity training; and
- Taking a leadership role in promoting equity within our agency and within the community.

All employees, customers and clients have access to PCCS's Cultural Competency and Diversity, and Inclusion plan, included in our employee orientation manual and on our website at <https://pccsonline.org/>. It is also available in Braille or printed format, upon request.

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IV. CULTURAL COMPETENCY AND DIVERSITY, AND INCLUSION PRACTICES

PCCS seeks employees that are committed to their community and represent a variety of cultural backgrounds, particularly those often of diverse populations. PCCS does not tolerate discrimination. Employees are expected to conduct services and interactions in a manner that recognizes, values, affirms, and respects the worth of each individual, protecting and preserving the dignity of each person.

When necessary and requested, translation services are provided to all persons served. The interpreter will assist with translating any intake, performance appraisals or evaluation, and meetings. If a client needs interpretive services, PCCS makes appropriate arrangements for these services through community partnerships.

PCCS provides comprehensive cultural competency training grounded in theory, characterized by acceptance and respect for individual differences. These trainings utilize specific learning techniques, based upon the following:

- Assessment and awareness of personal biases
- Content on general culturally specific attributes, using person-centered language

PCCS will conduct training on:

- Cultural competency
- Diversity awareness
- Mental Health First Aid certification

PCCS utilizes informal relationships with a wide variety of traditional and non-traditional organizations to enhance service delivery and maximize resources for our employees, their families, and our clients. These include community resources such as housing support, legal aid, credit counseling, social service clubs for community involvement, and mental health and addiction services.

A. Policies

All policies are created from a person-centered perspective, reflective of the employee population and stakeholders we represent.¹

B. Our Commitment

As a team, PCCS is committed to creating a welcoming, accessible, and inclusive environment. We affirm our commitment by making the organization a "hands-on" learning experience. We seek the education of culture and diversity from professional training and literature as well as learning from our team members. Through these experiences, we learn a great deal about others. More importantly, we learn even more about ourselves.

V. PACIFIC COAST COMMUNITY SERVICES' GOALS

Our vision is for PCCS is to be a diverse and culturally competent organization, capable of serving people with disabilities and their families in an increasingly diverse, multicultural society. We will be a leader in diversity in the disability community. Our board of directors, executives, and staff are composed of individuals who are representative of the diversity that exists in the communities they serve. Our advocacy, programs, services, and supports are relevant and accessible to persons of different races, ethnicity, and other dimensions of diversity.

PCCS strives to improve the quality of life for all staff, persons served, and their community partners and members. Our aim is to provide culturally sensitive services to the people we serve by developing a plan that recognizes diversity, and inclusion, and is culturally competent. This plan will be reviewed and updated annually. The tables below outline goals and opportunities that PCCS can use to address cultural competency, diversity, and inclusion, as well as to make continuous improvements to our plan.

¹ Please also refer to ***Rights of Persons Served for Pacific Coast Community Services' Person-Centered Employment And Training Services***, which is found in the ***PCCS Client Release Form***.

PCCS recognizes and respects the value of a diverse community. We are committed to the people we serve by:

- Providing unbiased, respectful, and meaningful service delivery
- Celebrating and honoring the cultural traditions, values, and beliefs
- Encouraging and promoting an appreciation for a diverse community
- Maintaining a respectful working environment
- Modeling the diversity of our community, especially regarding staffing, volunteers, practicum students, and the board of directors
- Publicizing commitment to diversity, equity, and inclusion
- Demonstrating policy that ensures zero tolerance towards negative actions and behaviors directed toward unique groups throughout the workplace
- Providing an accessible workplace for those with special needs/requests and provide reasonable accommodations
- Providing communication systems that offer Team Members an opportunity to report acts of harassment and discrimination
- Enhancing cultural competency and improving the employee training and knowledge base content
- Participate in events, forums, and community partnerships to further explore Diversity
- Developing Inclusion strategies as they pertain to mission programming
- Implementing work/life balance work schedules
- Based on demographic data, developing mission programs to ensure inclusive services
- Annually reviewing documents specific to unique populations
- Developing board awareness of diversity, equity, and inclusion ("DEI") within the board of directors

- Addressing the topic of socio-economic community concerns
- Promoting the organization's Strategic Plan and Outcomes
- Creating a DEI Strategic Plan
- Providing ongoing educational communication on DEI topics for Team Members
- Devoting resources to train and education leaders on DEI subject matter
- Continuing to blend in mission services as a benefit to enhance Team Members' work experience
- Continuing to maintain a workforce reflective of PCCS clientele
- Assessing staff and using the resultant data for the development of training
- Articulating PCCS's commitment to diversity to key stakeholders in the disability community
- Disseminating this Diversity Strategic Action Plan throughout the disability community
- Producing and disseminating an Annual Diversity Report
- Convening a Diversity Advisory Council with participation from internal and external stakeholders to monitor progress on the strategic action plan
- Including its Diversity Strategic Action Plan in affiliation materials
- Regularly reinforcing its commitment to diversity
- Increasing the use of diverse images in all marketing materials
- Creating an infrastructure to collect data on diversity and inclusion
- Increasing the diversity of PCCS's Board of Directors to be representative of the community in which we work
- Holding regular education sessions on diversity and cultural competency with the board
- Increasing the diversity of PCCS's management and staff to be representative of the community in which we work

- Every two years assessing the diversity of the board of directors and developing and pursuing diversity recruitment goals, as needed, to compose a board that can lead PCCS in meeting the needs of a diverse community
- Creating a list of potential board members from diverse backgrounds, establishing contact with them, and increasing their awareness of PCCS
- Holding regular education sessions on diversity and cultural competency with the board
- Increasing the diversity of PCCS's management and staff to be representative of the community in which we work
- Annually assessing the diversity of the staff of the organization
- Conducting ongoing cultural competency education with staff
- Placing all job notices in newspapers or on websites targeting diverse communities
- Creating a cross-functional diversity team to monitor progress on diversity
- Developing and implementing a diverse candidate slate policy
- Increasing outreach to minority communities and building awareness of the services and supports available from PCCS
- Gathering best practices on current outreach strategies
- Cultivating working relationships with minority-led organizations and those organizations serving predominantly minority communities
- Conducting focus groups with diverse communities to ascertain views on PCCS and its services
- Identifying and recruiting a network of volunteers from diverse communities and involving them in establishing and sustaining our relationships in their communities
- Increasing the accessibility of PCCS's programs and services to diverse populations
- Translating new and existing programs' key documents into several languages
- Adding translation capability to PCCS's website

- Each program developing and implementing a strategy for outreach to diverse communities
- Establishing a mechanism to recognize excellence in diversity
- Pursuing funding from philanthropic sources to support building diversity and cultural competency
- Providing education on diversity and cultural competency
- Creating a peer learning community to advance diversity and cultural competency at PCCS
- Develop diversity and cultural competency education sessions
- Conducting webinars on diversity and cultural competency challenges in the disabled community
- Developing working relationships with minority-led and minority-serving organizations
- Identifying resources to translate key documents, information, and websites into several languages
- Adding translation capability to the PCCS website

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A. Persons Served

Goal	Indicators	Activities	Timeline	Responsible Person(s)	Status
Individual differences are recognized in person-centered planning.	ISPs formally address and document cultural variables inclusive of culture, age, gender, sexual orientation, identity, race, spiritual beliefs, socioeconomic status, and language.	Cultural differences and preferences are identified during intake or throughout service delivery. All efforts are made to support these preferences.	At intake, during ISPs, and ongoing.	Program Managers and Intake Coordinator	In Progress

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Goal	Indicators	Activities	Timeline	Responsible Person(s)	Status
Seek out opportunities for people to learn about our diverse community	Social and recreational plans will include activities that bring awareness to culture, age, gender, sexual orientation, identity, race, spiritual beliefs, socioeconomic status, and language.	<ol style="list-style-type: none"> 1. Participate in community events or community groups that increase cultural awareness 2. Plan celebrations related to different cultures and diverse perspectives 3. Provide educational opportunities for cultural diversity awareness 	Ongoing	All PCCS staff	In Progress

B. Personnel

Goal	Indicators	Activities	Timeline	Responsible Person(s)	Status
Worksites are free of harassment and discrimination.	No complaints	Investigate all complaints and address concerns accordingly.	Ongoing	Chief Operating Officer	In Progress

Goal	Indicators	Activities	Timeline	Responsible Person(s)	Status
To provide a respectful workplace orientation to all staff upon hire.	All new hires will review PCCS's Cultural Competency, Diversity, and Inclusion Plan during orientation.	Opportunity to provide Diversity Training through onboarding.	Upon hiring	CEO, COO, and Field Coordinator	In Progress
To ensure a diverse workforce that is reflective of the communities we serve.	Increase in the number of employees with diverse backgrounds working for PCCS.	Employee interview and orientation.	Recruitment	CEO, COO, and Field Coordinator	In Progress
To ensure effective communication with employees from all language and cultural backgrounds	Improve communication and diversity within the workforce	Open door policy and regular check-ins.	Training	CEO, COO, and Field Coordinator	In Progress
Create worksites where diverse perspectives are valued.	Functioning teams that focus on appreciating each member's contribution.	Team building exercises.	Training	CEO, COO, and Field Coordinator	In Progress

C. Stakeholders

Goal	Indicators	Activities	Timeline	Responsible Person(s)	Status
All communication is respectful and professional.	Reduction in complaints.	Review complaints.	Training	CEO, COO, and Field Coordinator	In Progress

The outcomes identified below will be reviewed by the PCCS leadership team and board of directors and updated as needed.

Outcome #1	Measurement	Methodology	Responsible Person(s)	Annual Review
Employees receive training and understand cultural considerations.	Evaluation	Evaluation after training	CEO, COO, and Field Coordinator	End of fiscal year

Outcome #2	Measurement	Methodology	Responsible Person(s)	Annual Review
Individualized Support Plans (ISPs) contain information regarding the cultural preferences of the individuals identified.	Intake and assessment	Intake and assessment	Intake Coordinator	End of fiscal year

Outcome #3	Measurement	Methodology	Responsible Person(s)	Annual Review
PCCS will engage in community functions that encompass cultural considerations of the county.	Minimum of three events.	Review/ identification from service coordination quarterly reports.	CEO, COO, and Field Coordinator	End of fiscal year

Outcome #4	Measurement	Methodology	Responsible Person(s)	Annual Review
PCCS will develop a marketing plan to increase awareness of our services by DOR and other funding sources.	Written marketing plan and targeted materials developed.	Schedule strategic presentations to targeted groups. Include reporting of activities in quarterly report.	CEO, COO, and Field Coordinator	End of fiscal year.

New Outcomes for Fiscal Year _____				
Outcome #5	Measurement	Methodology	Responsible Person(s)	Annual Review
PCCS will complete a self-assessment and demographic analysis of individuals served.	Self-assessment survey	Self-assessment survey	CEO, COO, and Field Coordinator	End of fiscal year

New Outcomes for Fiscal Year _____				
Outcome #6	Measurement	Methodology	Responsible Person(s)	Annual Review
Research best practices for writing culturally competent support plans for people with disabilities.	A checklist or another tool will be implemented	Utilize surveys with staff, clients, and stakeholders. CARF Accreditation.	CEO, COO, and Field Coordinator	End of fiscal year
Collaborate with DOR and HireAble on increasing diversity, inclusion, and equity awareness with stakeholders.	Plan is developed to offer boards and partner agencies education and awareness activities.	Utilize HireAble disability and diversity trainings	CEO, COO, and Field Coordinator	

VI. HOW WILL PACIFIC COAST COMMUNITY SERVICES MEET THESE GOALS?

PCCS seeks to improve the quality of life for all staff, persons served, stakeholders, and organizations they collaborate with and to whom they provide services. We expect to achieve our goals by educating and training our staff members on the dynamics of our growing and culturally diverse community. Through this commitment, we will enhance our awareness, compassion, and ability to interact with others who are different from ourselves with dignity, respect, patience, and understanding.

In order to provide quality services, PCCS acknowledges the importance of recognizing individuals within the community by respecting what makes us all different and unique. PCCS has a plan which addresses the cultural competency and diversity of persons served by PCCS, including PCCS employees and affiliates, and stakeholders (e.g., the board of trustees, donors, customer, and the community as a whole).

PCCS incorporates cultural diversity through accommodations, training, and collaboration with other agencies and groups. It is the goal of PCCS to serve all people with the understanding of their own uniqueness, history, background, experiences, and culture. (See tables above.)

PCCS will obtain accurate and updated information regarding the population it serves and the community through official census data, surveys, and other sources annually.

PCCS will continue to work on the goal of increasing the cultural competency of our organization by appreciating and celebrating diversity and inclusion. Embracing diversity will contribute to a more innovative and accepting environment where decisions can be made with the needs of all PCCS stakeholders in mind, including culture, age, gender, sexual orientation, identity, race, spiritual beliefs, socioeconomic status, and language.

PCCS begins this process by looking at the diversity of our communities, internal and external stakeholders, and potential changes in demographics to be proactive in education, training, and service delivery. We review our recruitment efforts for employees, modifications of educational materials for persons served, support for training and education of personnel, and incorporation of spiritual beliefs into service delivery options in order to meet the four components of cultural competency:

- **Awareness** of one's cultural worldview
- **Attitude** toward cultural differences
- **Knowledge** of different cultural practices and worldviews
- **Cross-cultural skills.** Developing cultural competency results in an ability to understand, communicate with, and effectively interact with people across cultures.

To ensure our Cultural Competency, Diversity, and Inclusion Plan continuously evolves, PCCS will always support and encourage:

- Open discussions regarding cultural differences and diversity at staff meetings. Cultural Competency, Diversity, and Inclusion is a category on staff meeting agendas, and discussions are documented in staff meeting minutes.
- The development of goals for persons served which reflect their cultural origin, gender, age, ability, sexual orientation, identity, race, spiritual beliefs, socioeconomic status, and language.
- Feedback from all PCCS stakeholders through surveys and our grievance process.
- A plan to review and revise this plan is done annually through feedback from staff, clients, stakeholders, and leadership.

VII. DOCUMENTATION

PCCS documents the unique needs, requests, information, and accommodations listed below. This documentation can be found in individual support plans, employment requests, and other means obtained (surveys, direct communication, suggestion box, etc.).

- **Culture.** PCCS considers each person's cultural background and recognizes the values and obstacles it may present. It is the goal to incorporate cultural values and differences respectfully in all aspects of the agency.
- **Age.** PCCS hires people of all ages and seeks input from stakeholders of all ages. The agency considers the generational background of everyone as a part of developing their person-centered plan and support needs. [Does the following apply?] As PCCS provides service coordination to individuals under the age of 16 (effective April 1, 2018), specific attention will be given to outreach, service support needs, and existing community resources for this age group.]
- **Gender.** PCCS provides services and employment based on needs and qualifications. Gender may play a role in how services are delivered or how input is received, based on the person's background and experiences.

- **Sexual Orientation and Identification.** PCCS provides service coordination to and employs all individuals without consideration of their sexual orientation or identification. The agency respects the individual’s right to privacy and their ability to express themselves in a manner of their choosing.
- **Spiritual Beliefs.** PCCS recognizes the right of all people to practice their faith or spiritual beliefs. The agency makes every effort to ensure that services, employment, and input received are accommodated regarding the person’s beliefs, practices, and traditions.
- **Socioeconomic Status.** PCCS serves a community with a vast variety of household incomes and economic statuses. It is the value of the agency to support all persons served.
- **Language.** PCCS provides language accommodation when requested. The agency will always make a good-faith effort to accommodate a person’s language needs. Interpreters, translators, and documents in the language spoken or understood are such options the agency would utilize.

VIII. ABOUT PACIFIC COAST COMMUNITY SERVICES AND HOW WE WORK

The goals and strategies described in this plan will be achieved through continued training, awareness, and feedback from staff, clients, stakeholders, leadership, and board of directors.

As an organization, PCCS uses and will continue to use a variety of means, or methods of action, to advance the organization’s mission, vision, goals, and strategies. These include federal public policy advocacy, state public policy advocacy, targeted advocacy campaigns, communication, and public education, and advancing knowledge.