Othering & Belonging
Institute at UC Berkeley

Building Belonging through Targeted Universalism
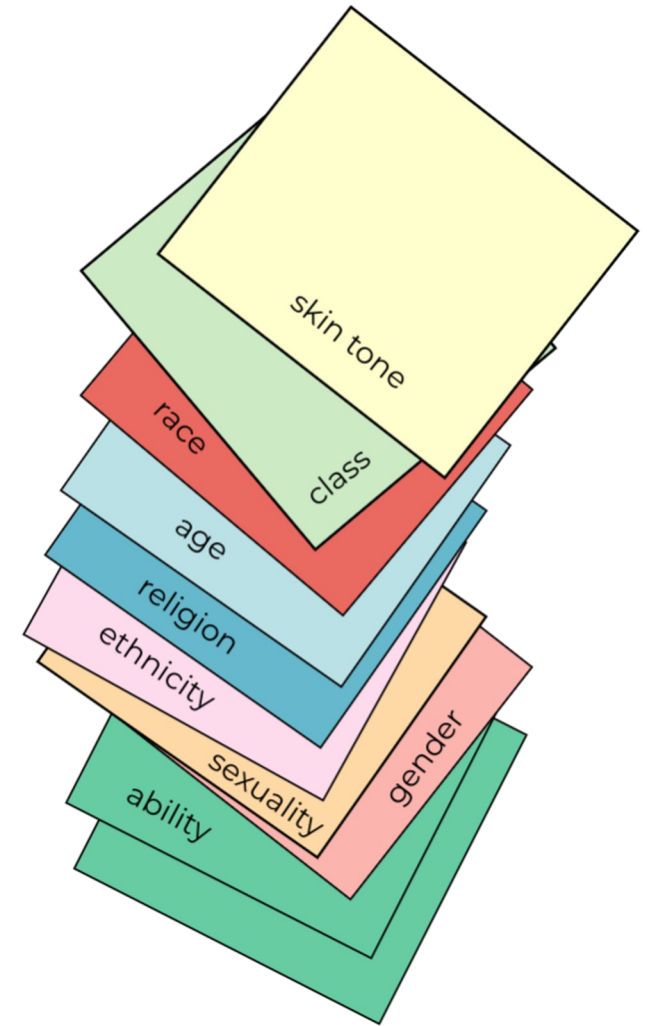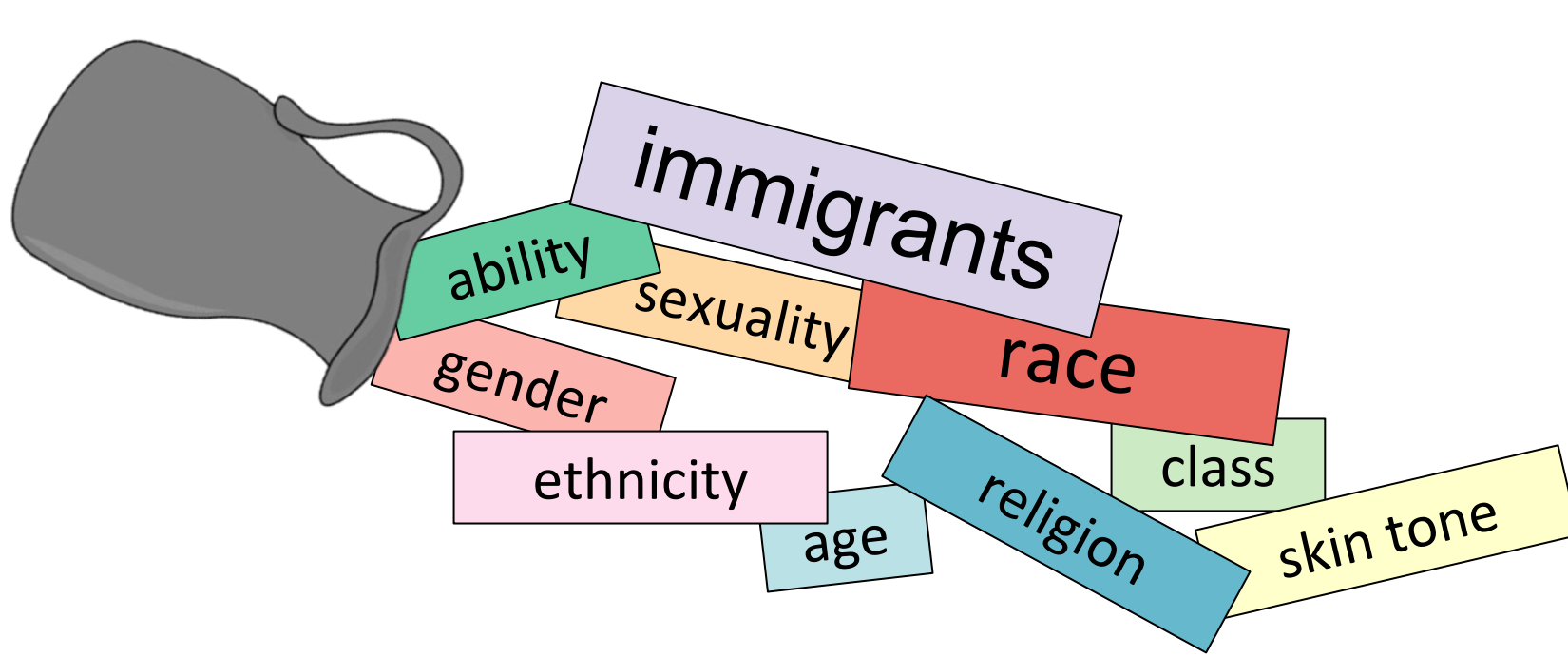
DATE
March 15th 2024

PRESENTER
john a. powell, Director
Othering & Belonging
Institute

AUTHORIAL SUPPORT
Lara Schiffrin-Sands

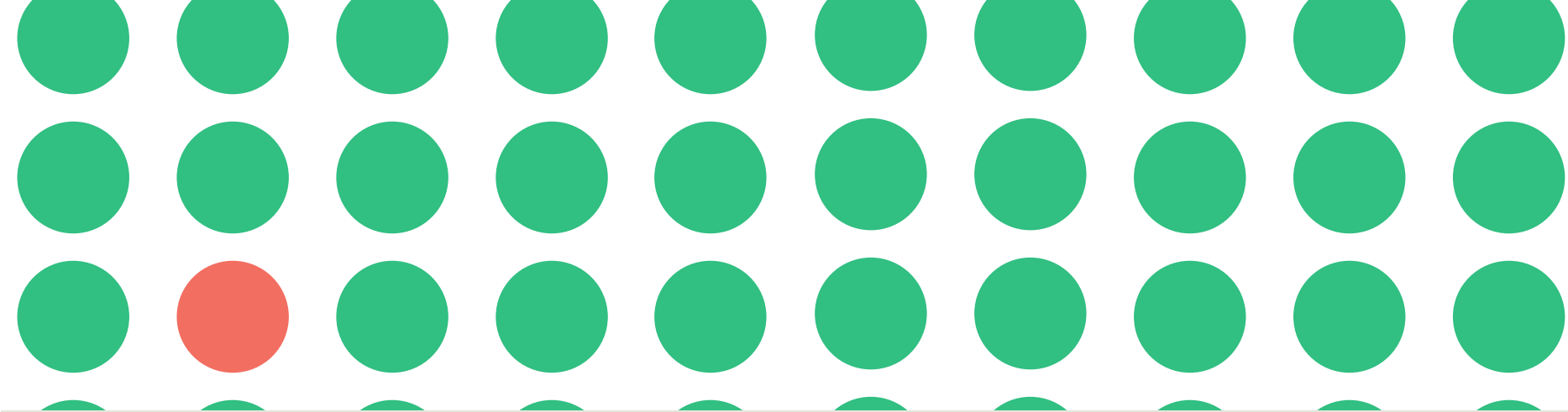The problem of "Othering" is the problem of the 21st century.

Othering is a generalized set of common processes that engender marginality and group-based inequality across any of the full range of human differences.

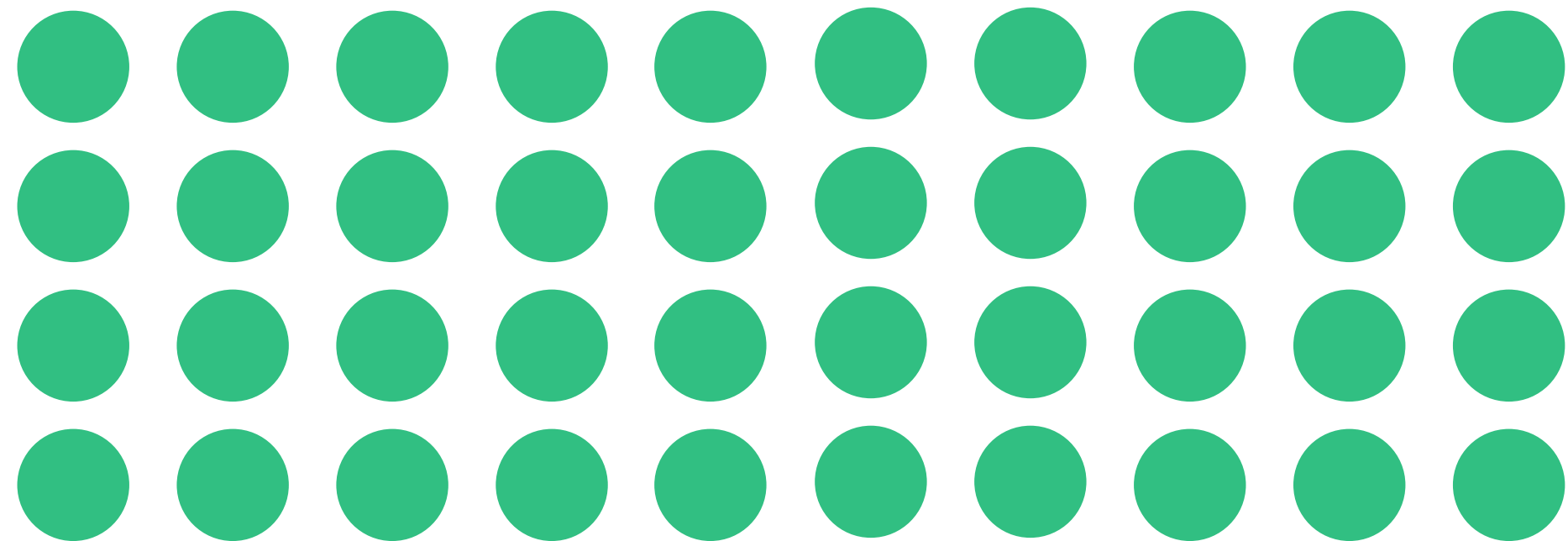Othering & Belonging Institute at UC Berkeley

Reflection

- Think of a time when you didn't belong, when you were othered. What was going on and how did that experience impact you?

The opposite of Othering is not "saming."

Othering & Belonging Institute at UC Berkeley

It is **belonging**.

Othering & Belonging
Institute at UC Berkeley

Belonging is about co-creating and co-owning structures to belong.

Power

Agency
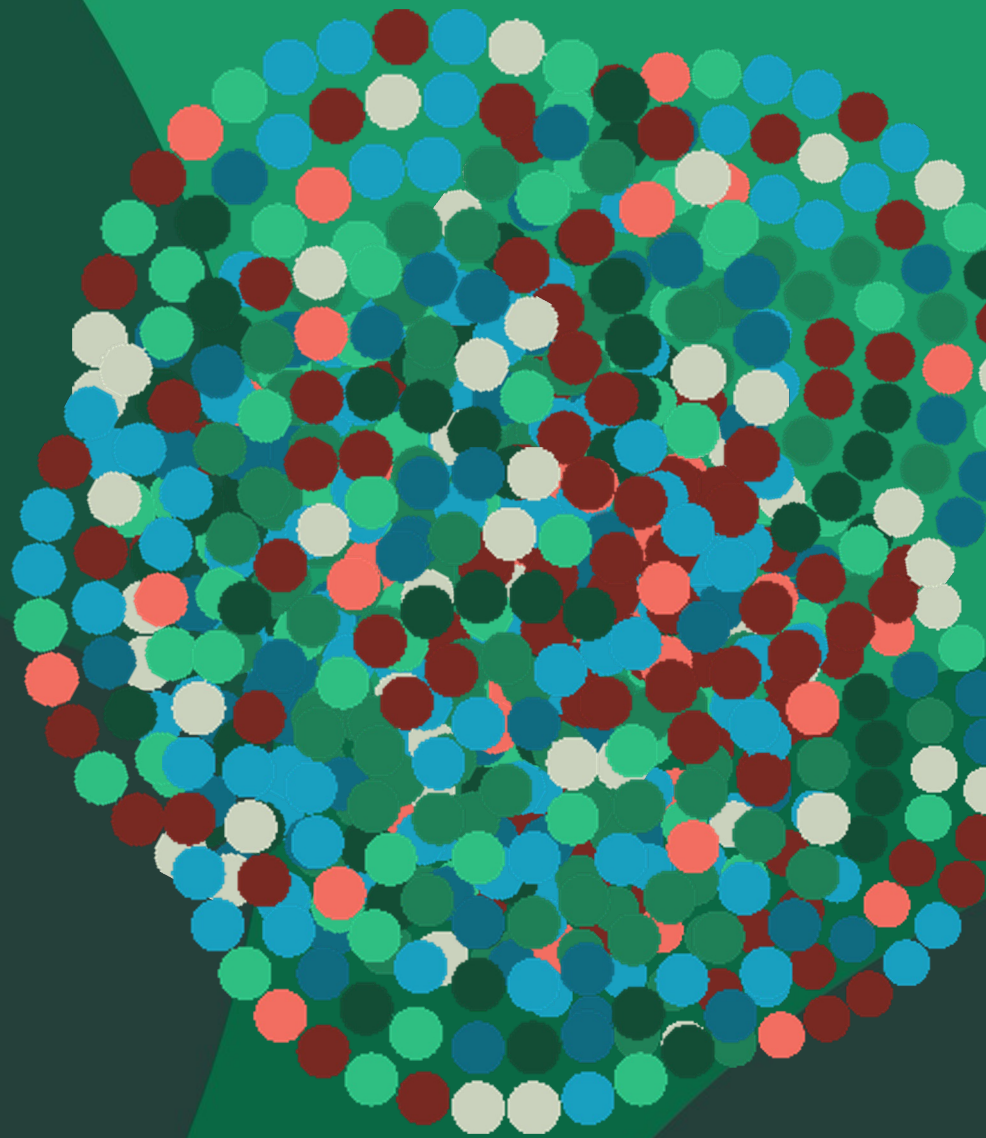
Belonging

Care

Dignity
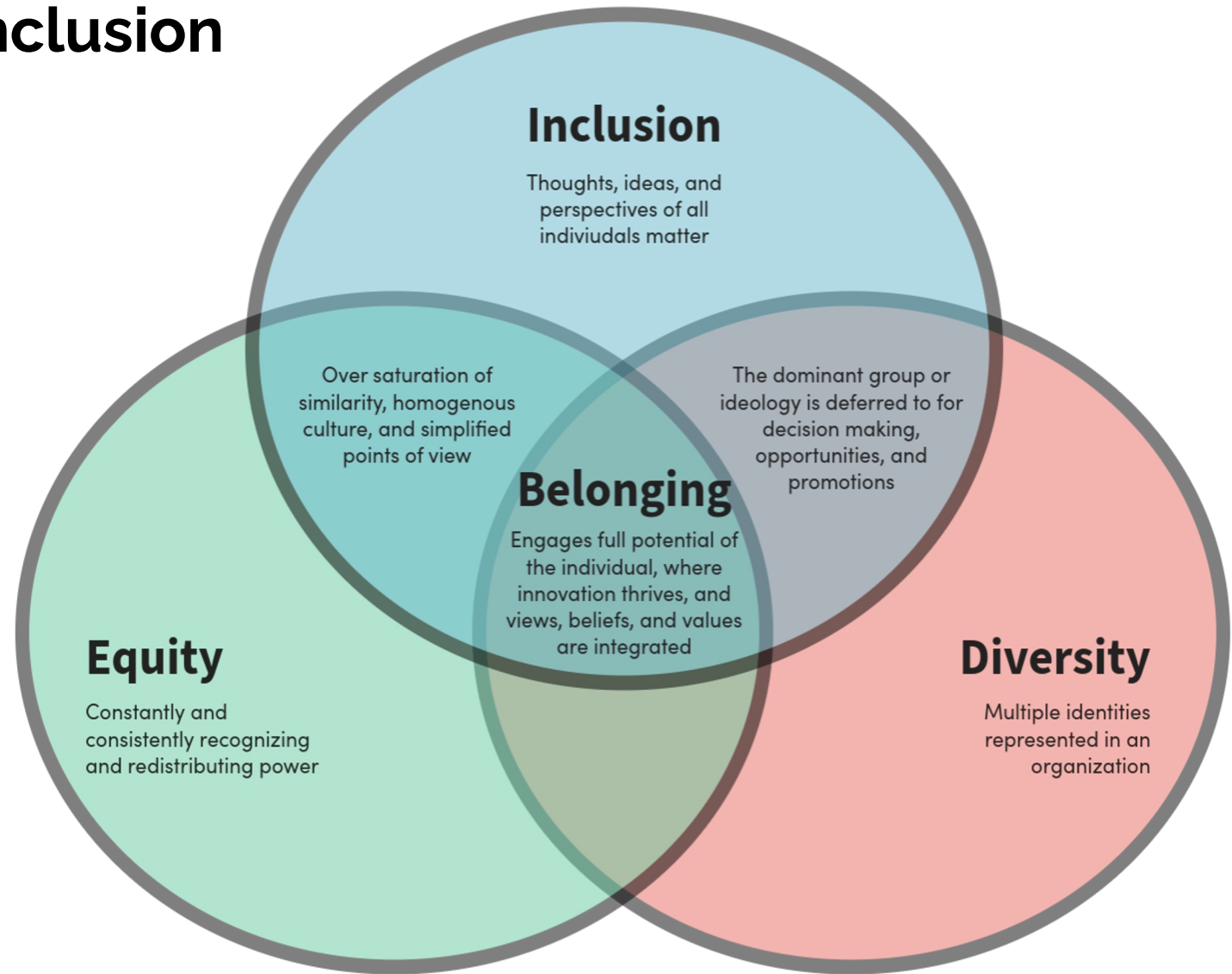
Responsibility
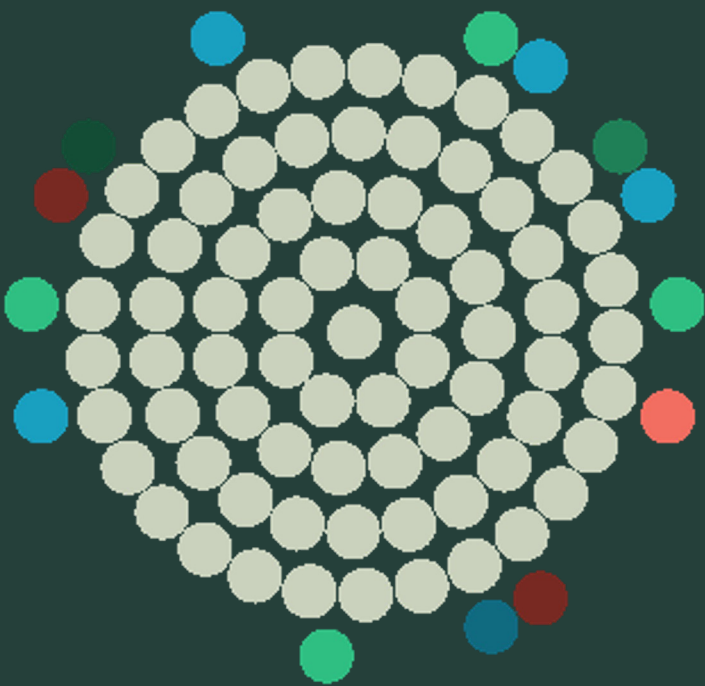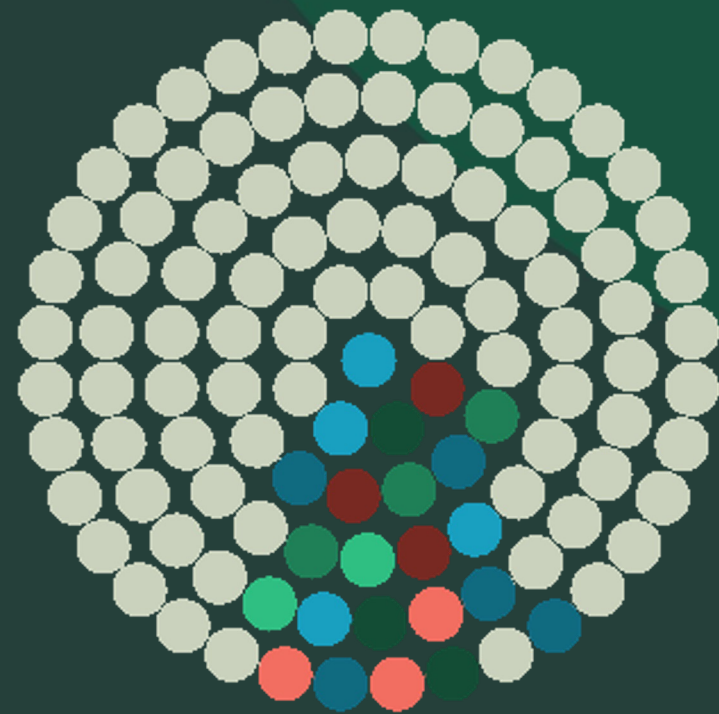
Exclusion **Inclusion** **Belonging**

Bridging is a precondition for belonging. Without bridging, it is not possible to build a society in which everyone belongs.

From Diversity, Equity, and Inclusion to Bridging and Belonging

Why move from DEI to Bridging and Belonging?

- We don't want to just welcome people into existing structures
- We want people to **co-create structures and institutions together**
- We want to build systems that are welcoming to all and that everyone has a stake in, where everyone is represented and the **work of bridging happens through co-creation**

Inclusion
Thoughts, ideas, and perspectives of all indiviudals matter

Over saturation of similarity, homogenous culture, and simplified points of view

The dominant group or ideology is deferred to for decision making, opportunities, and promotions

Belonging
Engages full potential of the individual, where innovation thrives, and views, beliefs, and values are integrated

Equity
Constantly and consistently recognizing and redistributing power

Diversity
Multiple identities represented in an organization

Source: https://medium.com/@krysburnette/its-2019-and-we-are-still-talking-about-equity-diversity-and-inclusion-dd00c9a66113

Othering & Belonging Institute at UC Berkeley

Three approaches to consider race and racing

Color Blindness

Three approaches to consider race and racing

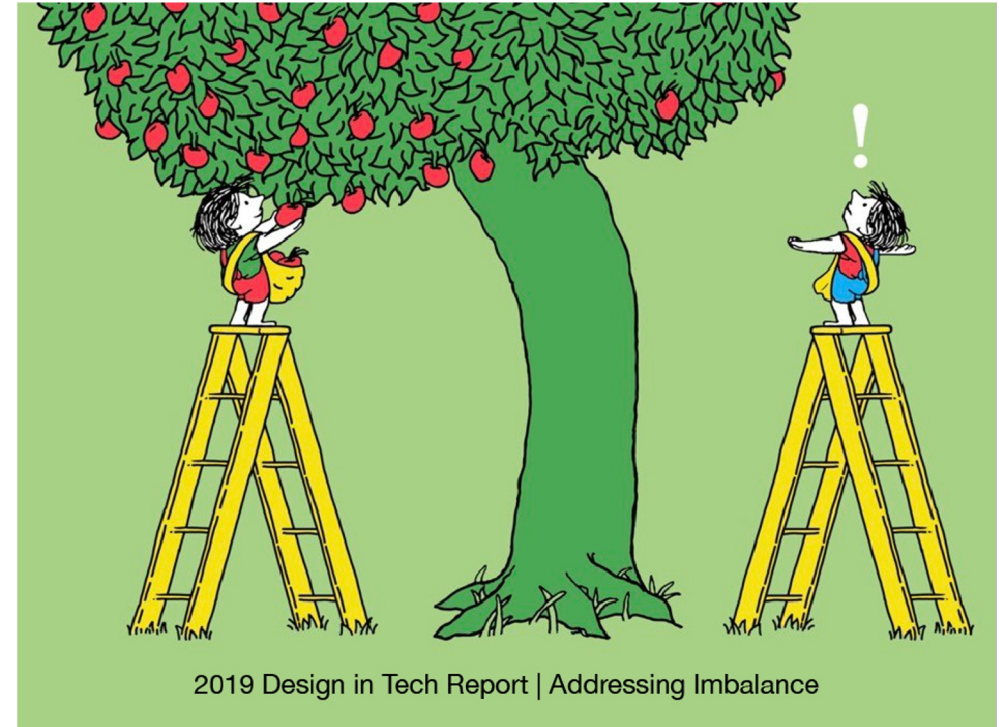**Post-Racialism**

Three approaches to consider race and racing

Explicit Racial Fragmentation

Targeted Universalism

A framework for achieving Equity 2.0

Equity to Equity 2.0: Targeted Universalism

2019 Design in Tech Report | Addressing Imbalance

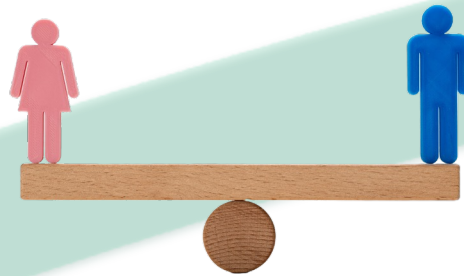2019 Design in Tech Report | Addressing Imbalance

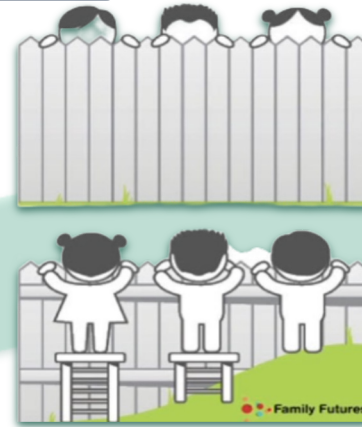*The arc of the moral universe is long but it bends toward justice.*

–Dr. Martin Luther King Jr., "Remaining Awake Through a Great Revolution." Speech given at the National Cathedral, March 31, 1968.

Extreme Inequality

Equality

Dignity
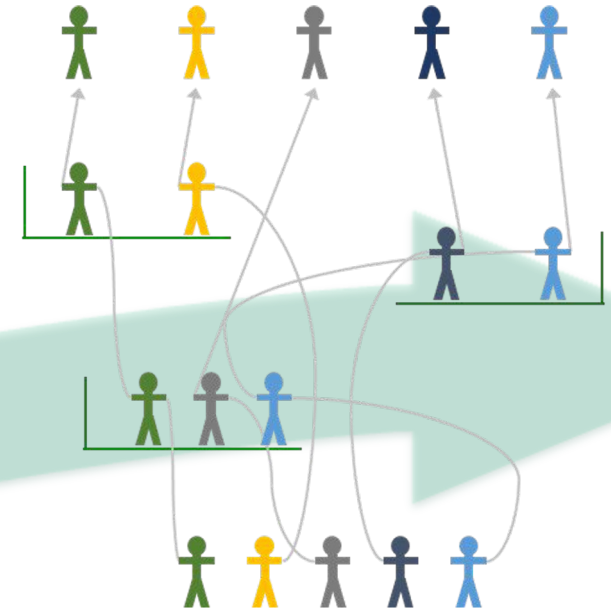
Belonging

Backlash to Equity:

How Equity Will Destroy America

BY: DAVID MARCUS | JANUARY 28, 2021 | ⏱ 5 MIN READ

OPINION COMMENTARY [Follow]

'Equity' Is a Mandate to Discriminate

The new buzzword tries to hide the aim of throwing out the American principle of equality under the law.

By Charles Lipson
March 4, 2021 at 6:41 pm ET

Opinion | Ben Carson: Moving our focus from equality to equity won't defeat racism. It's another kind of racism.

By Ben Carson
April 18, 2021 at 4:51 p.m. EDT

Othering & Belonging
Institute at UC Berkeley

# Structures do work: Power and position matter

Not only are people situated differently with regard to institutions, people are situated differently with regard to infrastructure

People are impacted by the relationships between institutions and systems

…but people also impact these relationships and can change the structure of the system.

Aristotle, Equality, and Targeted Universalism
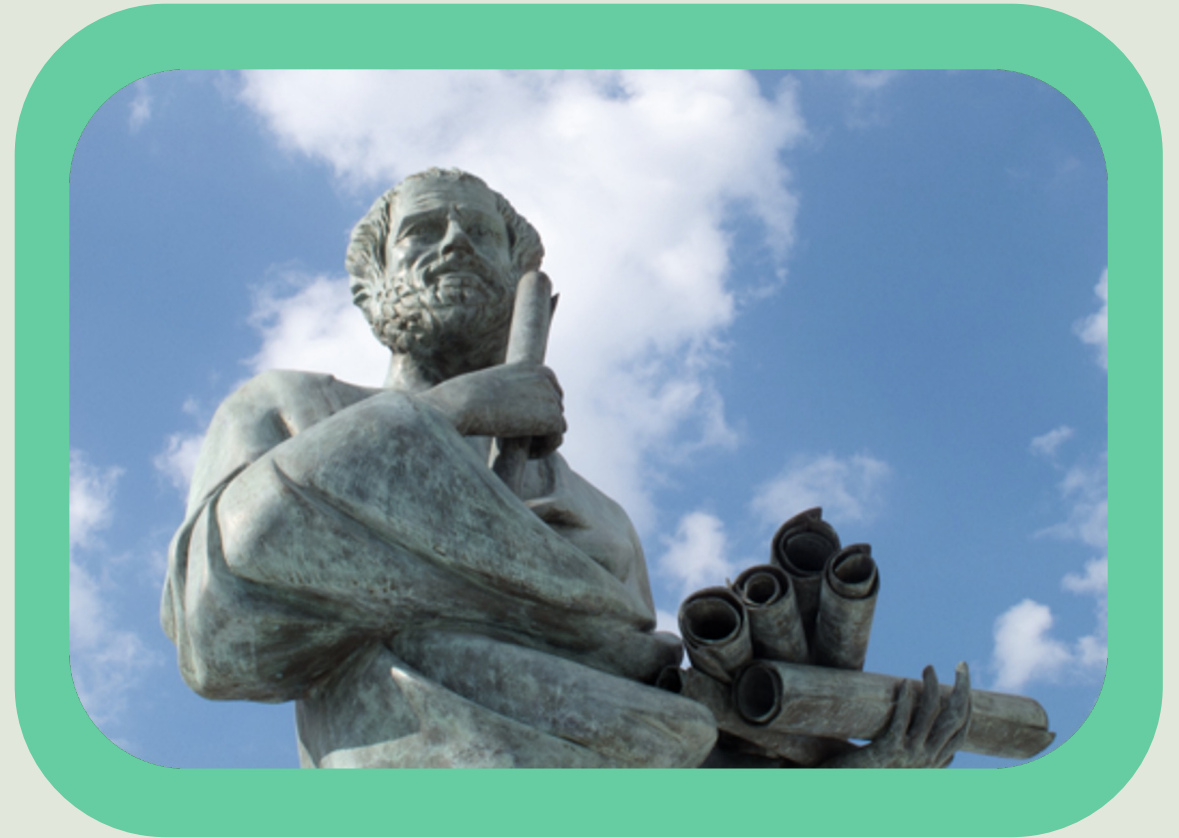
Targeted Universalism Steps

1.	Co-create a universal goal
2.	Assess the general population performance relative to the universal goal; situatedness
3.	Identify groups performing differently with respect to the goal and the overall population
4.	Assess and understand the structures that support or impede each group from achieving the universal goal
5.	Develop and implement targeted strategies so all groups reach goal
6.	Develop bridging messaging and stories that support strategies. Engaging bridging as a tool for implementation.

Targeted Universalism at work:
Austin City Parks and Rec
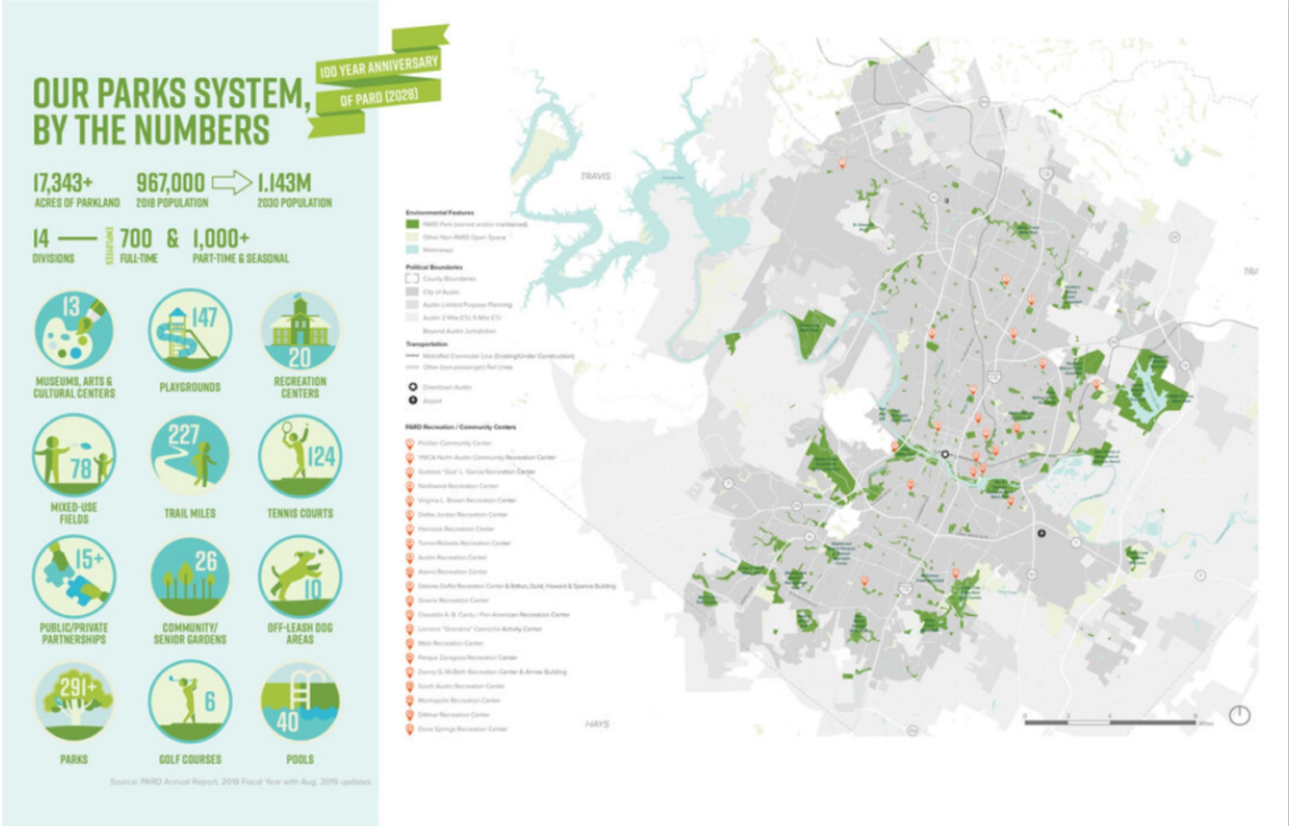
Targeted Universalism at work:
Austin City Parks and Rec
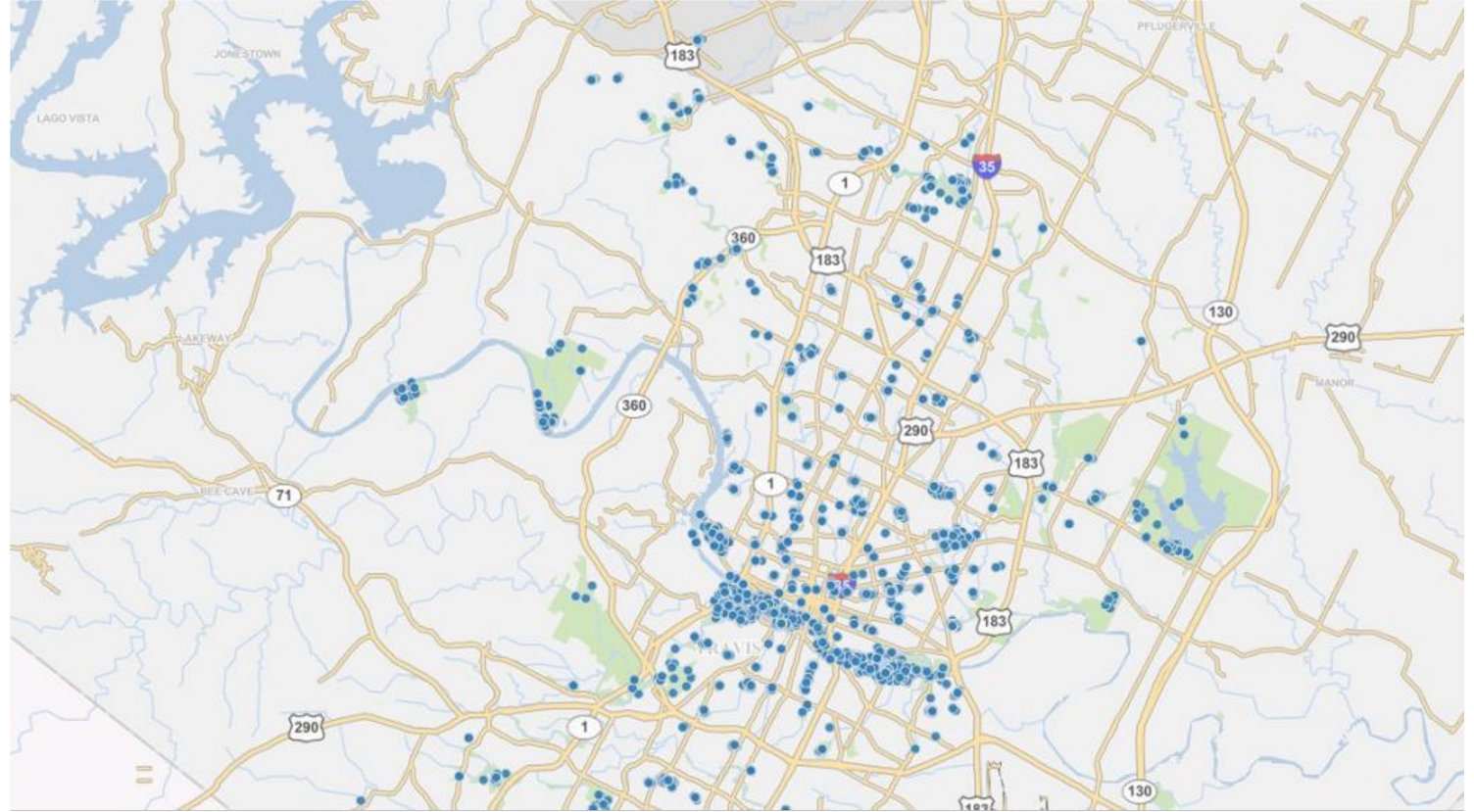
Targeted Universalism at work: Seattle Pedestrian Plan

High Priority Areas
Priority

Low   High

■ City Parks

The High Priority Areas Map helps the City prioritize infrastructure projects that serve people with the greatest needs. The green areas are park locations, which are important places for recreational walking. The dark orange areas have high pedestrian demand (vibrancy), high socioeconomic and health priority (equity), and provide important pedestrian links (corridor function). The chart below shows how these factors were weighted in the analysis.

Vibrancy 40%
Corridor Function 25%
Equity 35%

Othering & Belonging Institute at UC Berkeley
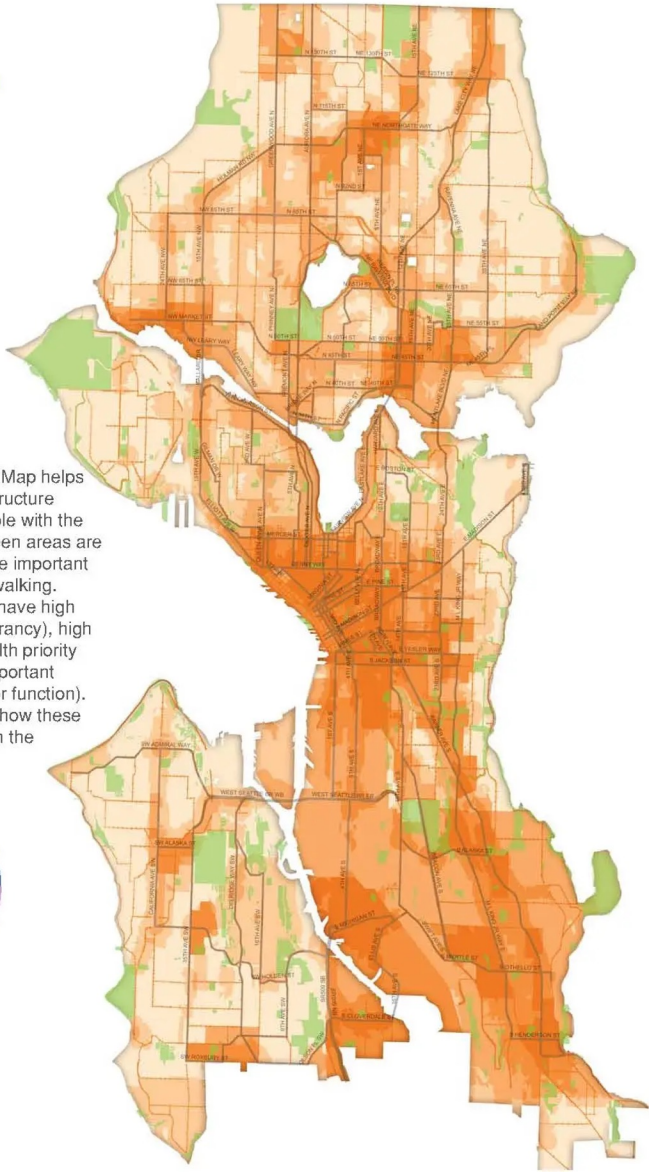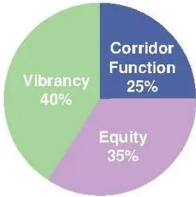
Targeted Universalism at work: Seattle Pedestrian Plan

1. Establish a universal goal based shared recognition of a societal problem and collective aspirations
2. Assess general population performance relative to the goal
3. Identify groups and places that are performing differently with respect to the goal
4. Assess and understand the structures that support or impede each group from achieving the goal
5. Develop and implement targeted strategies for each group to reach the universal goal

Othering & Belonging
Institute at UC Berkeley

Bridging at Work: Medford, Oregon

Designed by TownMapsUSA.com

Othering & Belonging
Institute at UC Berkeley

Breaking Points

- Oregon's exclusionary laws during the early history of the region has shaped Oregon's racial makeup today.
  - In 2023, 86% of Oregon's population was white.

Bridging Points

- Community coming together to build a sense of belonging for Black residents and their families.
  - Black Alliance & Social Empowerment Southern Oregon (BASE).
  - First annual Juneteenth celebration in 2021.
- The Southern Oregon Racial Equity Liaison by BASE
  - BASE held series of forums between the Black community and local law enforcement. These public forums and continued conversations with the police led to the formation of a racial equity liaison that is going to be serving the police departments and the Black community in Southern Oregon.
- In 2017, the Oregon Legislature enacted Tribal History/Shared History.

Because we cannot bridge everywhere does not mean not anywhere.

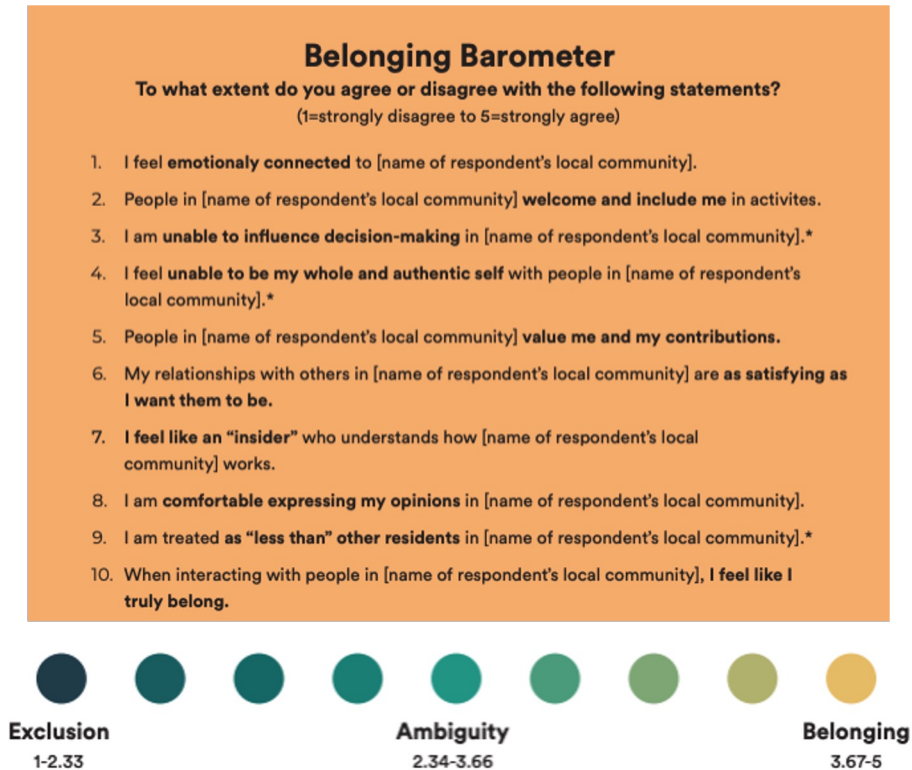Othering & Belonging Institute at UC Berkeley

Universal Goals Case Study: King County, WA

Child and youth development	Provide access for all parents to the resources needed to raise healthy, happy children. Ensure that all children remain connected to their families and communities as they grow older, have plenty of opportunities for development, and are staying healthy and avoiding risky behaviors.
Economic development and jobs	Ensure that all people are prepared to participate in the workforce. Create economic (employment and contracting) opportunities that are accessible to all groups, pay family support wages, and have upward mobility. Foster a welcoming environment for all kinds of businesses, not just large corporations.
Environment and climate	Include the perspective and participation of all residents in decisions relating to climate/environment/sustainability governance. Enhance climate resiliency for all groups, not just those that are well-resourced.
Housing	Finance, build, and ensure access for all people to quality housing that is strategically located, and [ensure] that nobody is at risk of experiencing homelessness.

Othering & Belonging
Institute at UC Berkeley

Investing in Bridge Building Work

- Fostering bridging social capital (i.e., building connections with those who are different)
- Investing in sustained, not one-off, bridging work

How it comes to life?

1. Data driven: leverage the data from the Belonging Barometer
2. Develop a curriculum that enables practitioners to ensure that their work or their organization aligns with established best practices.
3. Support place-based organizations

Belonging Barometer
To what extent do you agree or disagree with the following statements?
(1=strongly disagree to 5=strongly agree)

1. I feel **emotionaly connected** to [name of respondent's local community].
2. People in [name of respondent's local community] **welcome and include me** in activites.
3. I am **unable to influence decision-making** in [name of respondent's local community].*
4. I feel **unable to be my whole and authentic self** with people in [name of respondent's local community].*
5. People in [name of respondent's local community] **value me and my contributions.**
6. My relationships with others in [name of respondent's local community] are **as satisfying as I want them to be.**
7. I feel like an **"insider"** who understands how [name of respondent's local community] works.
8. I am **comfortable expressing my opinions** in [name of respondent's local community].
9. I am treated **as "less than" other residents** in [name of respondent's local community].*
10. When interacting with people in [name of respondent's local community], **I feel like I truly belong.**

Exclusion
1-2.33

Ambiguity
2.34-3.66

Belonging
3.67-5

https://www.americanimmigrationcouncil.org/sites/default/files/research/the_belonging_barometer_-_the_state_of_belonging_in_america.pdf

Othering & Belonging
Institute at UC Berkeley

HMG: A Model of Targeted Universalism to Advance Equity and Promote the Well-Being of All Children

Barriers HMG attempts to address:
- Existing programs in health, early care and education, economic assistance, and family services are rarely integrated.
- Accessibility often depends on location, and many have strict eligibility criteria such as income, location, diagnosis, or cost.
- Historical, institutionalized, and structural racism has been evidenced to deter families of color from seeking services.
- Early childhood policies and processes are highly fragmented and difficult to navigate, with confusing points of entry that are particularly problematic for those experiencing adversities such as poverty, systemic racism, cultural disenfranchisement, geographic isolation, and violence.

How HMG addresses barriers:
HMG is an evidence-based model that effectively promotes early childhood system-building efforts. Making sure the unique needs of different groups of children are met requires a systemic approach to organizing the currently fractured landscape of services. Rather than being a stand-alone program, it builds on existing programs to ensure seamless, coordinated services for families with young children.
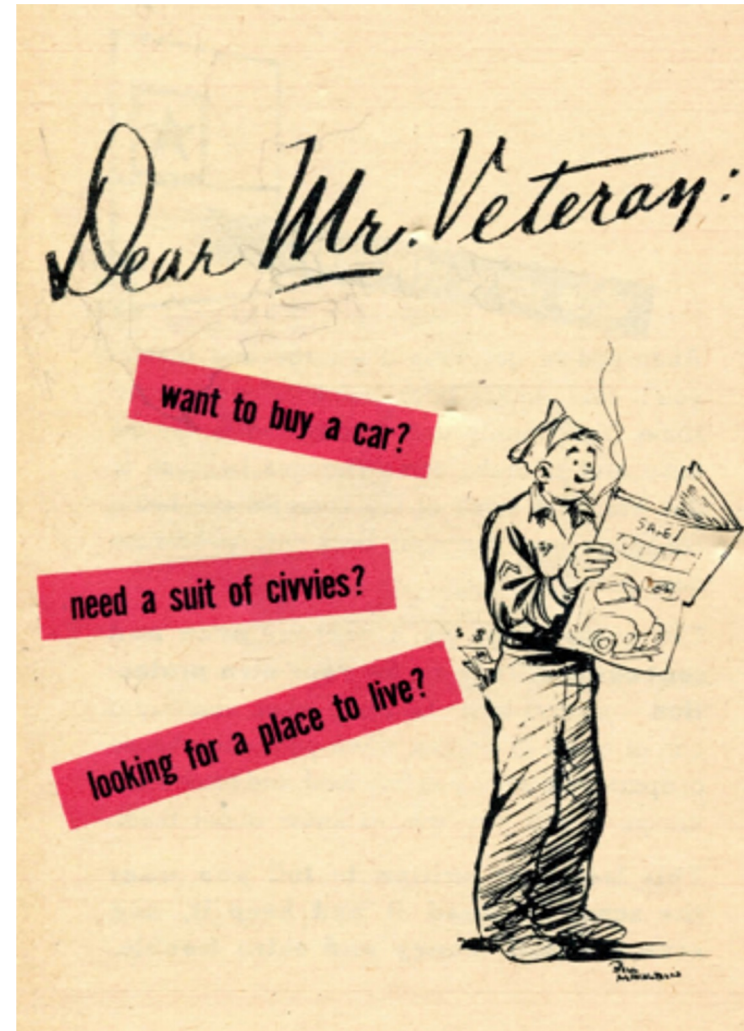
HMG ensures that:
1. Families have professional support in accessing services easily and quickly (Centralized Access Point)
2. The community understands and promotes child development (Family & Community Outreach)
3. Child health professionals are supported in their efforts to monitor children's development and help families get connected to supports that they want and need (Child Health Care Provider Outreach)
4. Data are being used to constantly improve systems of care for families (Data Collection & Analysis)
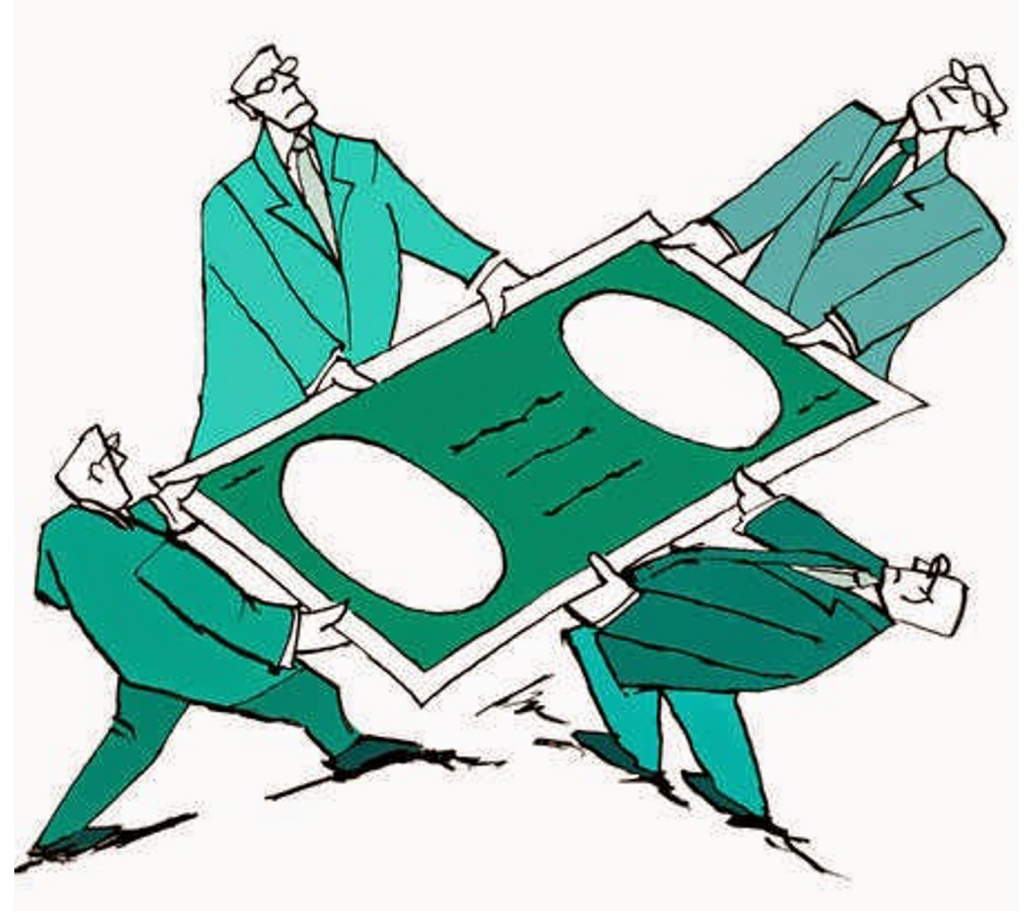

Help Me Grow National Center

HELP ME GROW NATIONAL CENTER

TARGETED UNIVERSALISM

HELP ME GROW'S APPROACH TO ADVANCING EQUITY

Source:
https://socialinnovationsjournal.com/index.php/sij/article/view/6595/5444

Othering & Belonging
Institute at UC Berkeley

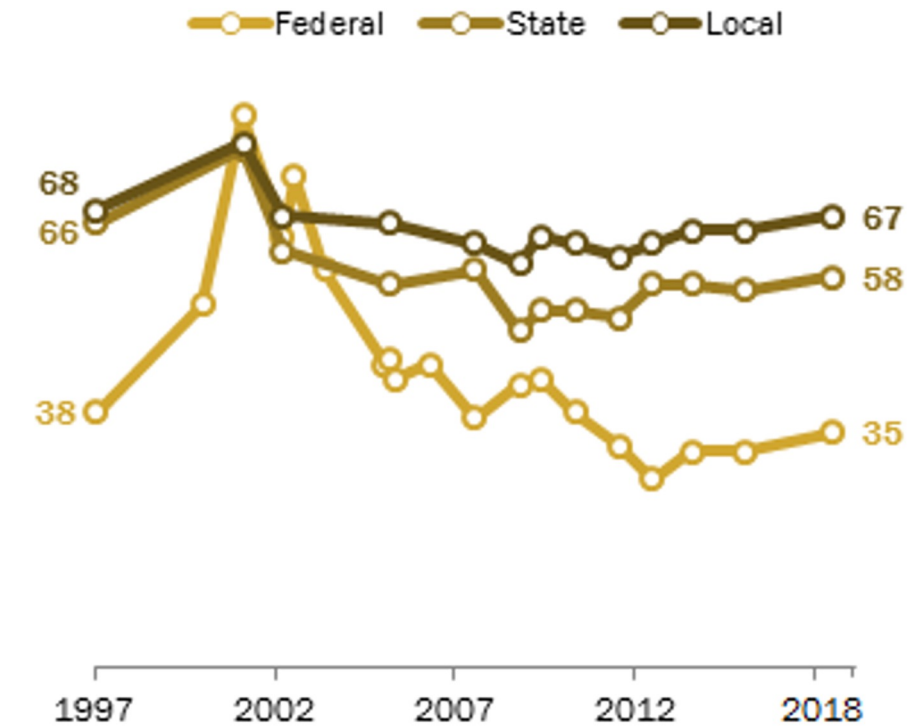# The Role for Government

Challenges for Local Government

Opportunity for Local Government

Federal government consistently viewed less favorably than state and local govt.

% who have a favorable opinion of ___ government

Federal — State — Local

68
66
38

67
58
35

1997   2002   2007   2012   2018

Source: Survey of U.S. adults conducted March 7-14, 2018.

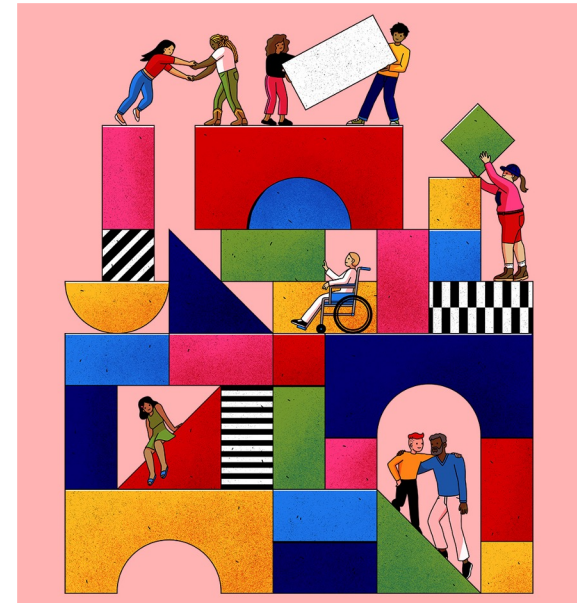PEW RESEARCH CENTER

Othering & Belonging Institute at UC Berkeley

Opportunity for Local Government

The goal is not just to remove barriers

The goal is to co-create new structures for thriving and belonging

Reflection

- What can you do personally and professionally to promote belonging?
- Who have you othered implicitly and explicitly? How do you bridge to them?
  - Are they like the boogeyman (ever-present)
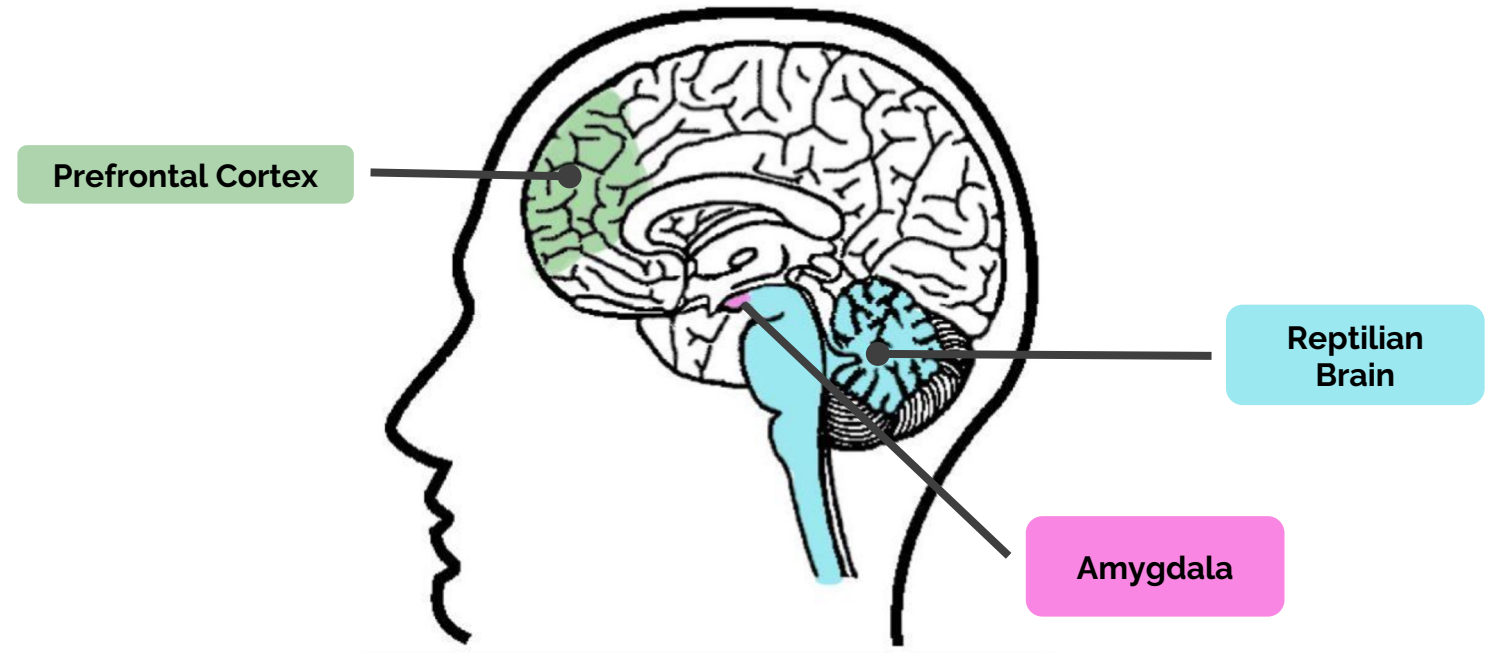 - or the invisible man (often unseen)?

Stories and Narratives

Who's in the stories? Who is left out? Who is telling story? Who is the protagonist/villain? Who is the audience?

How do we expand our circles to include everyone in our stories and narratives?
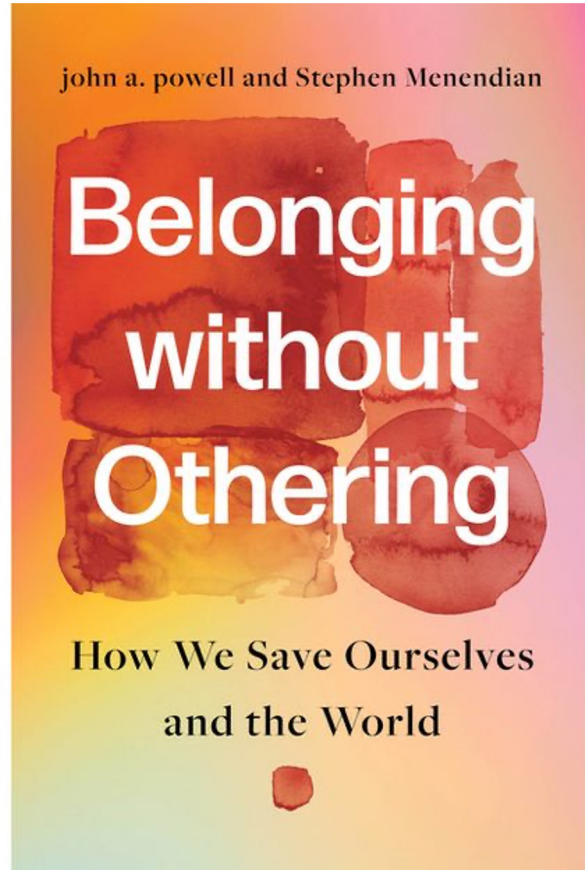
Who are we talking to?

Can we imagine (build) new structures that honor our multiple fluid identities & belonging?

Who decides? Who benefits? Who pays?

A world where we all belong and no one is othered. A new story.

Preorder *Belonging without Othering*

- Professor powell's forthcoming book that he authored with Stephen Menendian is now available for pre-orders.

- The book will be available in **April 2024**, before the OBI conference

Scan to pre-order now!

https://www.target.com/p/belonging-without-othering-by-john-a-powell-stephen-menendian-hardcover/-/A-89785795

Othering & Belonging Institute at UC Berkeley

Upcoming Book Dec 2024

The Power of Bridging: How to Build a World Where We All Belong by john a. powell

bit.ly/3V1Stnu

Scan here to pre-order the book now!

john a. powell

With Rachelle Galloway-Popotas

The Power of Bridging

how to build a world where we all belong

Othering & Belonging Institute at UC Berkeley