

# Building a Network for Transformative Change

**A Network Vision and Convening Summaries**

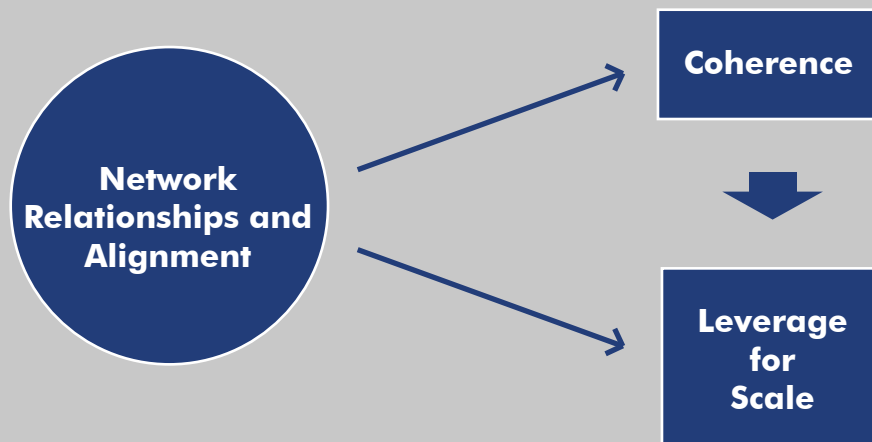


# Vision for a Network for Transformative Change

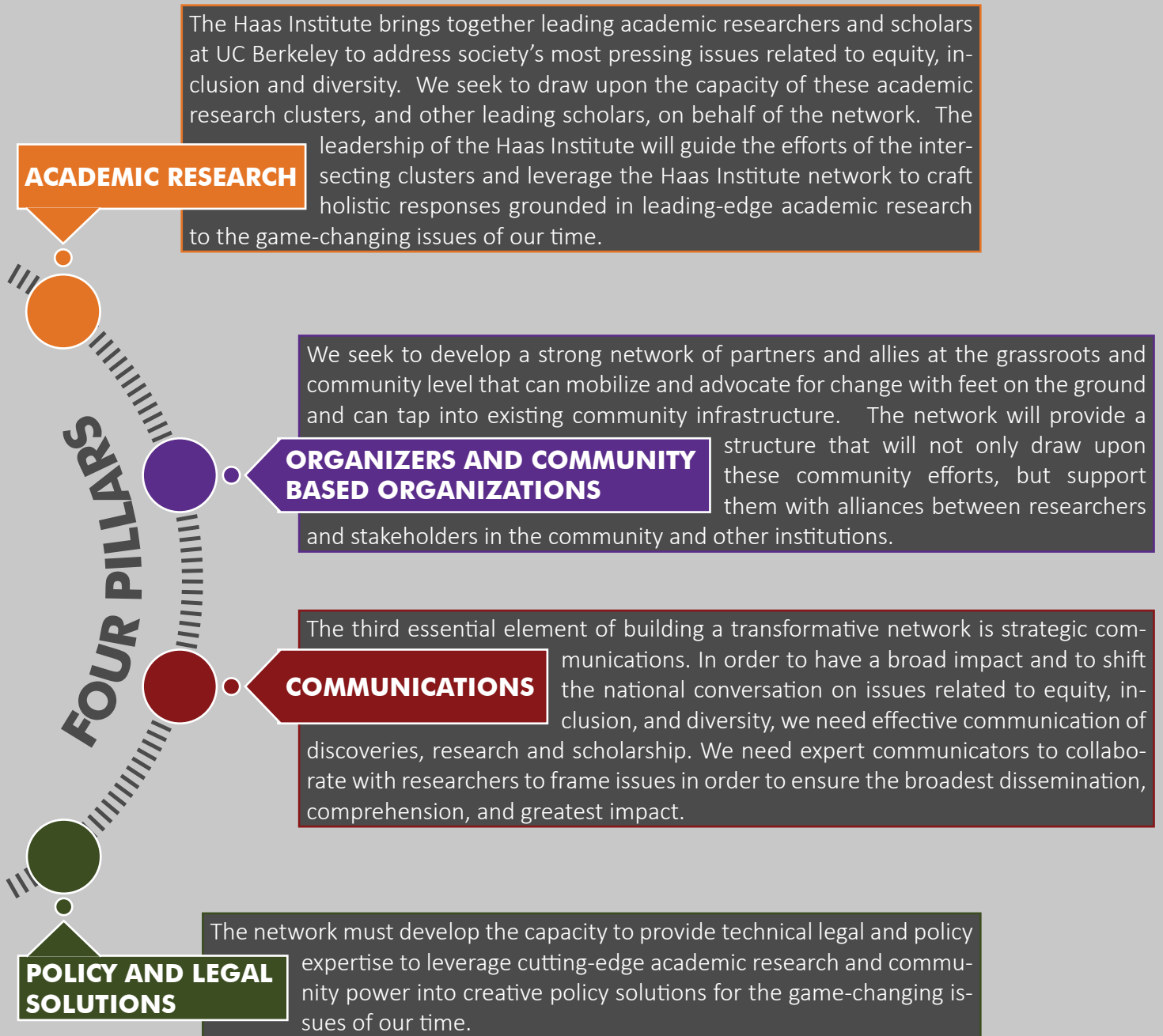
The Haas Institute for a Fair and Inclusive Society is focused on areas of persistent marginality and committed to creating transformative change for a more inclusive, just, and sustainable society. At a time of growing income inequality, manifest social cleavages and mounting global challenges, the transformative change we seek is beyond the capacity or resources of any individual institution or organization. Such change is also beyond the collective resources and capacities of similarly situated institutions and their allies; it requires an *alignment* that will leverage our collective capacities for greater coherence and scale. A network that can mobilize a broad constituency and scale up to address intractable and enduring problems at every level provides the collaborative structure to realize these goals. Building such a network for transformative change lies at the heart of the vision for the Haas Institute.

The Haas Network for Transformative Change is fundamentally about building relationships, bringing people and organizations together, and developing robust connections for multi-level, multi-sector impact. By bringing together researchers, policymakers, stakeholders, advocates, grassroots organizations and communities across the nation to work in alignment to dismantle marginalizing barriers, we seek to fashion a more inclusive, just, and sustainable society. A key function of the Haas network will be to enhance, if not create, the ability to work on issues that are complex, important, and impactful, but within areas that have not been addressed due to a lack of capacity or interdisciplinary foci.

This kind of network collaboration is a new platform for advocacy, deeper than a coalition, but more dynamic and flexible than an organization. Such a structure holds together, and has the capacity to support and connect critical interdisciplinary and inter-sector relationships, in pursuit of shared goals and a broad vision. Networks can operate simultaneously at multiple levels (local, regional, national, and global), leverage inter-sector relationships, and reach scales that individual organizations can only aspire towards, while maintaining the flexibility and dynamism that institutions sometimes lack. A network builds relationships in order to *leverage* individual participant efforts for greater impact, not to displace them. It draws upon ongoing advocacy and existing work, creating *coherence* across often disparate efforts.



The Haas Network for Transformative Change has four pillars:

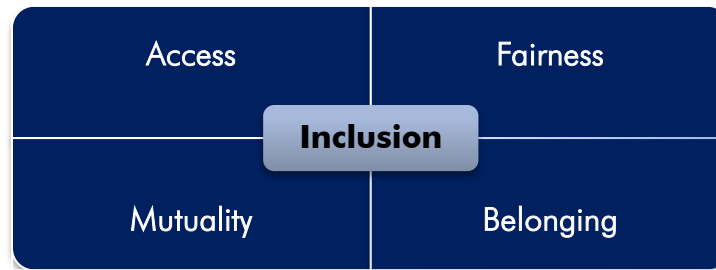


A network is a new paradigm required to address the large, intractable problems of our time. The development of transformative change strategies involves a fundamental realignment of power relationships that is challenging to the existing order. The network seeks to align individual efforts to build power rather than to advance a specific issue or engage a particular cause. The network is not issue or even task oriented, although it will address issues and engage causes.

The Haas Institute will serve as an initial hub for a vibrant network of researchers and community partners, and will take a leadership role in translating, communicating, and facilitating research, policy, and strategic engagement to produce change and make a meaningful impact. Our shared work will advance research and policy related to marginalized people, while essentially touching all who benefit from a truly diverse, fair, and inclusive society.

FIRST CONVENING (FEBRUARY 28 – MARCH 1, 2012)

**Our Values Are...**



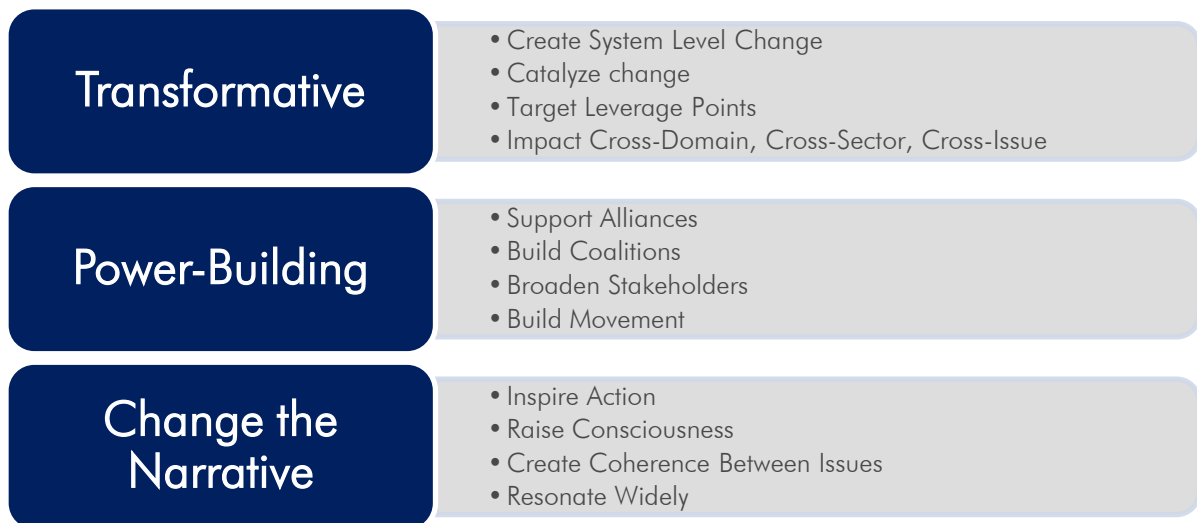
**This is our Foundation**

**Opportunities & Challenges...**



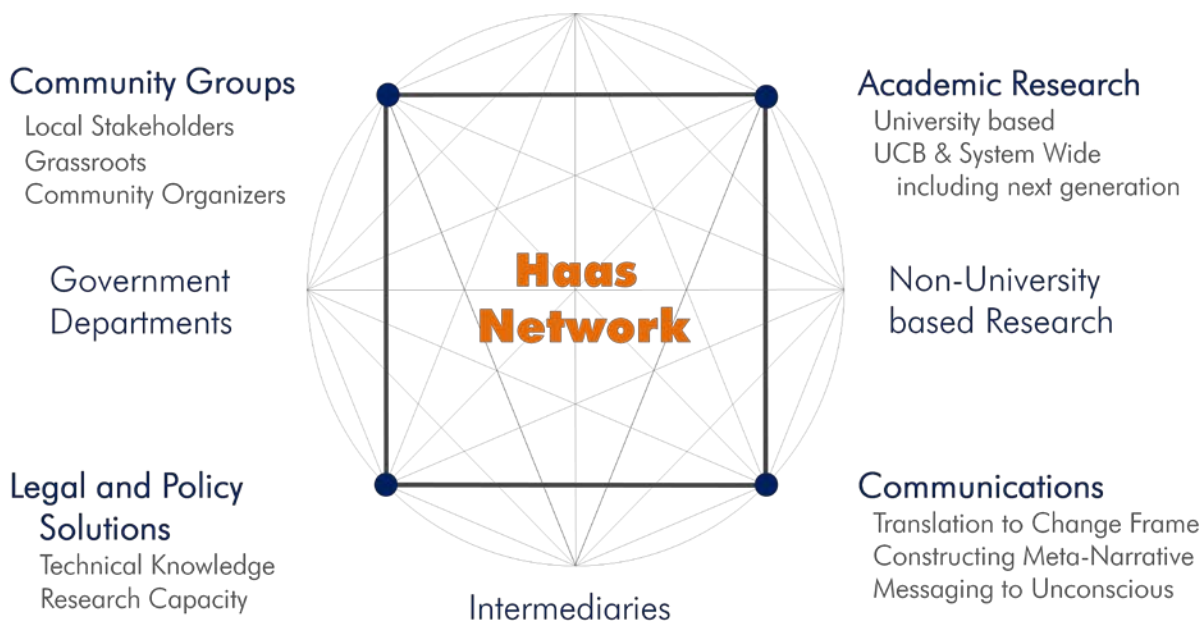
**This is our Context**

**Our Collective Work Must Be...**



**This is our Challenge**

## Proposed Network Structure



## Developing Network Partnerships

### Infrastructure and Structured Alliances

- More than a coalition, but less than an organization.
- A shared platform or structure that holds together and has the capacity to support and link critical interdisciplinary and inter-sector relationships, with a particular emphasis on those that bridge across social cleavages.

### Achieve Scale to Play Big

- Tackle Big Issues/Game Changers
- Alignment: Bring together Advocates, Researchers, Organizers, and Policymakers

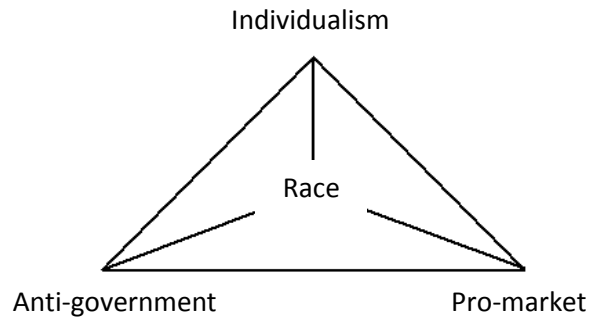
### Identify Strategic Partners and Expand Outward

- Identify core groups
- Grow in stages. Legitimate and communicate community ambition.
- Shared Governance: Participants contribute to and define the agenda.

SECOND CONVENING (NOVEMBER 27-29, 2012)

**We Must Construct A Coherent Meta-Narrative:**

The right-wing has developed a meta-narrative which aligns their issues along these three themes made coherent by stoking racial anxiety

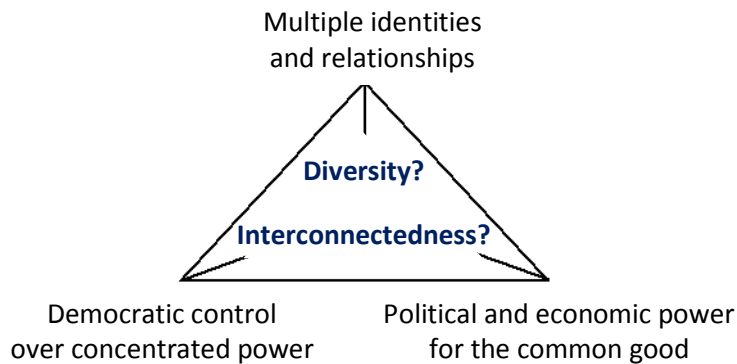


**A Coherent Alternative Meta-Narrative Must:**

Be Aspirational/Moral Story with a Moral Core

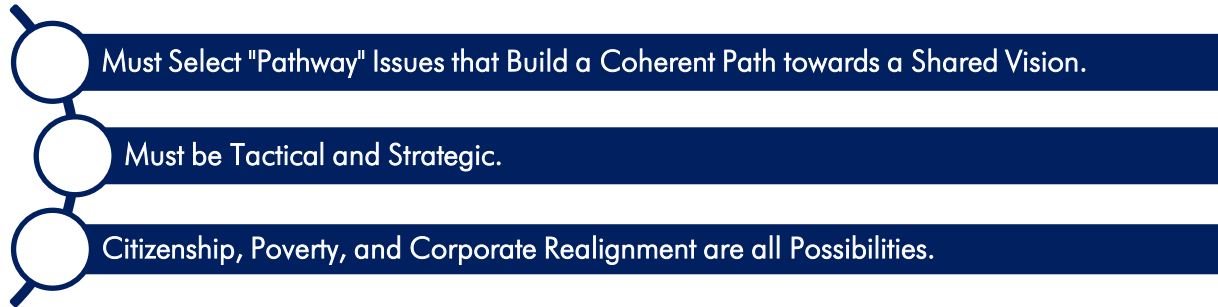
Help us Set Broader Goals by creating Coherence across Issues/Domains

Emphasize Interconnectedness and possibly Diversity



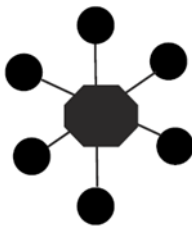
**A possible alternative Meta-Narrative**

## The Network Will Direct Energy Towards “Game-Changing” Issues:

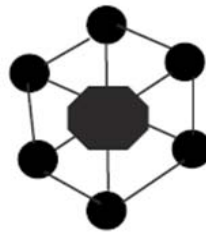


## Network Needs:

Our network must allow members to forge links with other members as in Diagram “B” or “C”:



**Diagram A**



**Diagram B**



**Diagram C**

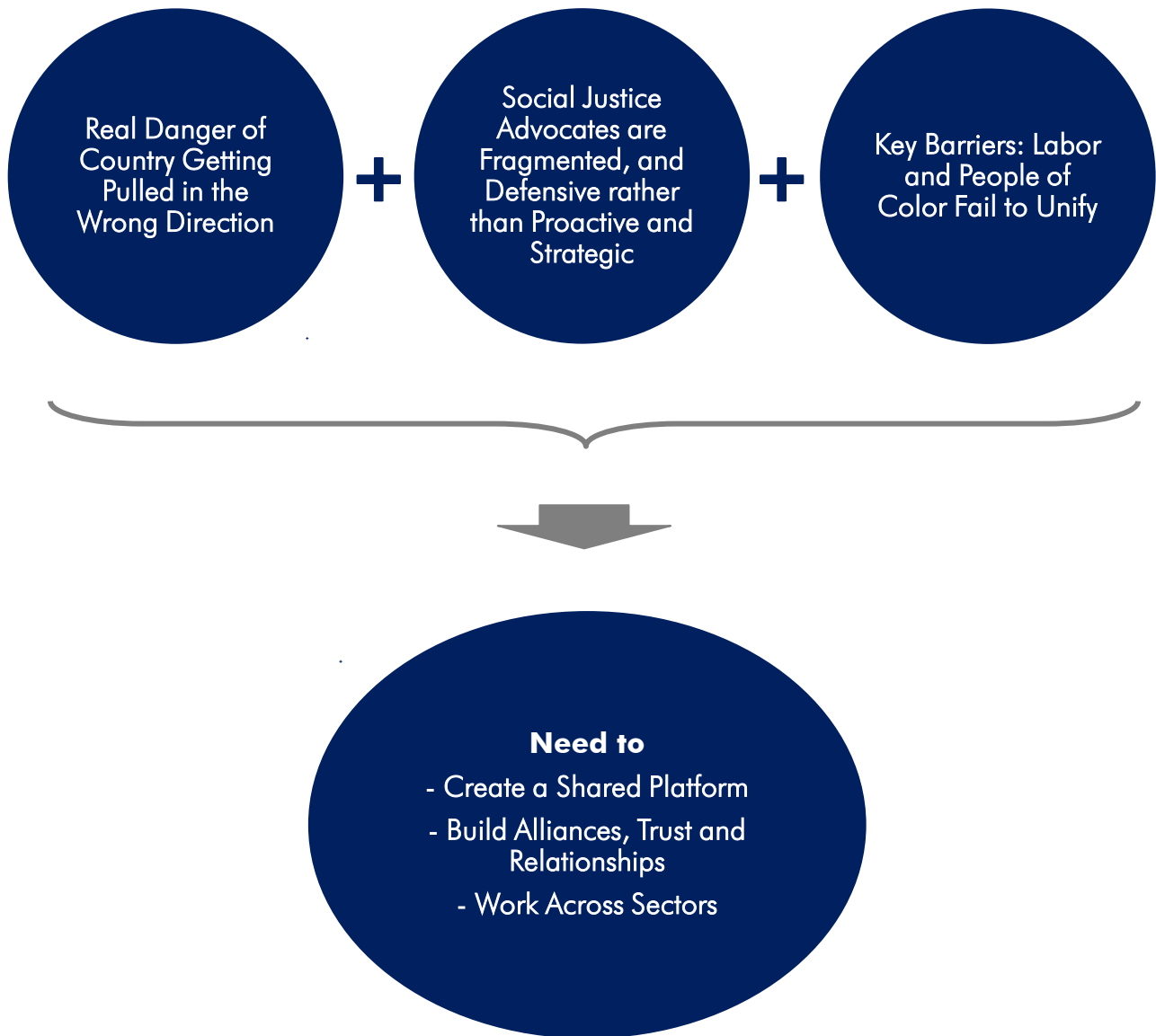
## The Network Hub Must:

- Coordinate the Network and Forge Links with Participants
- Emphasize Trust and Participation rather than Representation and Membership
- Amplify and Circulate Member/Participant Work
- Have Communication Capacity, Receive, Disseminate and Process Information
- Be Capable of Receiving and Commanding Commitments from Participants
- Mediate Tensions and Conflicts
- Be Transparent

THIRD CONVENING (APRIL 17-19, 2013)

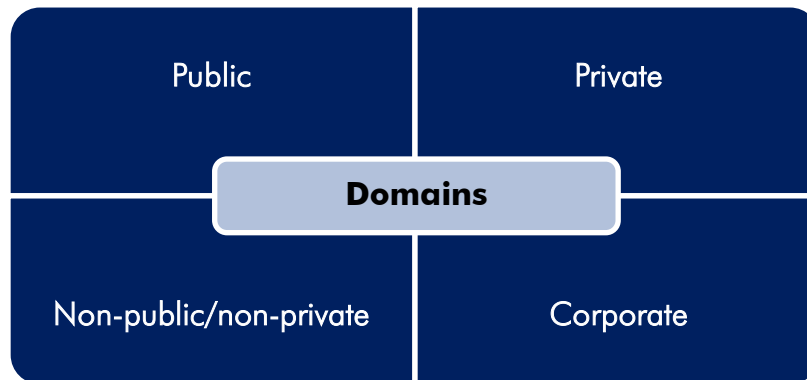
**The Stakes:**

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## Public/Private Under Attack:



### Our Ultimate Goal is to Eliminate the Non-public/non-private Sphere

- No individuals, no communities should fall into this sphere.
- Important that the Network increase visibility of those who do.

### Need to Reclaim the Public Sphere and make it Inclusive

- Public is where we all belong.
- Public is a space of democratic power.

### Need to Expand the Circle of Human Concern

- Expand the circle of those we recognize as human — as having human value.
- Need to increase contact with and humanize those that are in the non-public/non-private sphere.

### Surveillance in Private Domestic Activity

- New normal for people to expect to be under surveillance.
- Young people expect their information to be public.
- Surveillance was once in the private domain, but has now become a harmful tool for certain populations (i.e. credit scores).
- Our physical spaces are also filled with surveillance technology.
- Corporations are restructuring public and private space.

## Haas Network Overview

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### This Network will be Deeper than a Coalition, but less than an Organization

- The Haas Institute will enhance the ability of members to work on complex, important, and impactful issues in areas that we have been unable to address because of limits on our capacity.
- The network will emphasize relationships over issues, and tackle big issues holistically.

### The Network will be Structured around Four Pillars (see Network Vision)

- Advocates will inform the research agenda, while researchers will inform community partners and policymakers of strategies and practices, community partners will inform research and advocates emphasis.
- The network will link researchers with policymakers in order to increase the effectiveness of their messages.
- It is important to have long term relationships between researchers and those on the ground. While we need to have a theoretical framework, we also need movement.
- We will fail unless we are guided by those that are on the ground. We need to organize with those in the community.
- What infrastructure does the community need to be actively engaged?
- Public universities should be working with the community rather than displacing them. Community needs must be a core value. The academy too often does not want the community involved.
- The network and relationships are not dissolved after each issue.

### Networks make us More Resilient

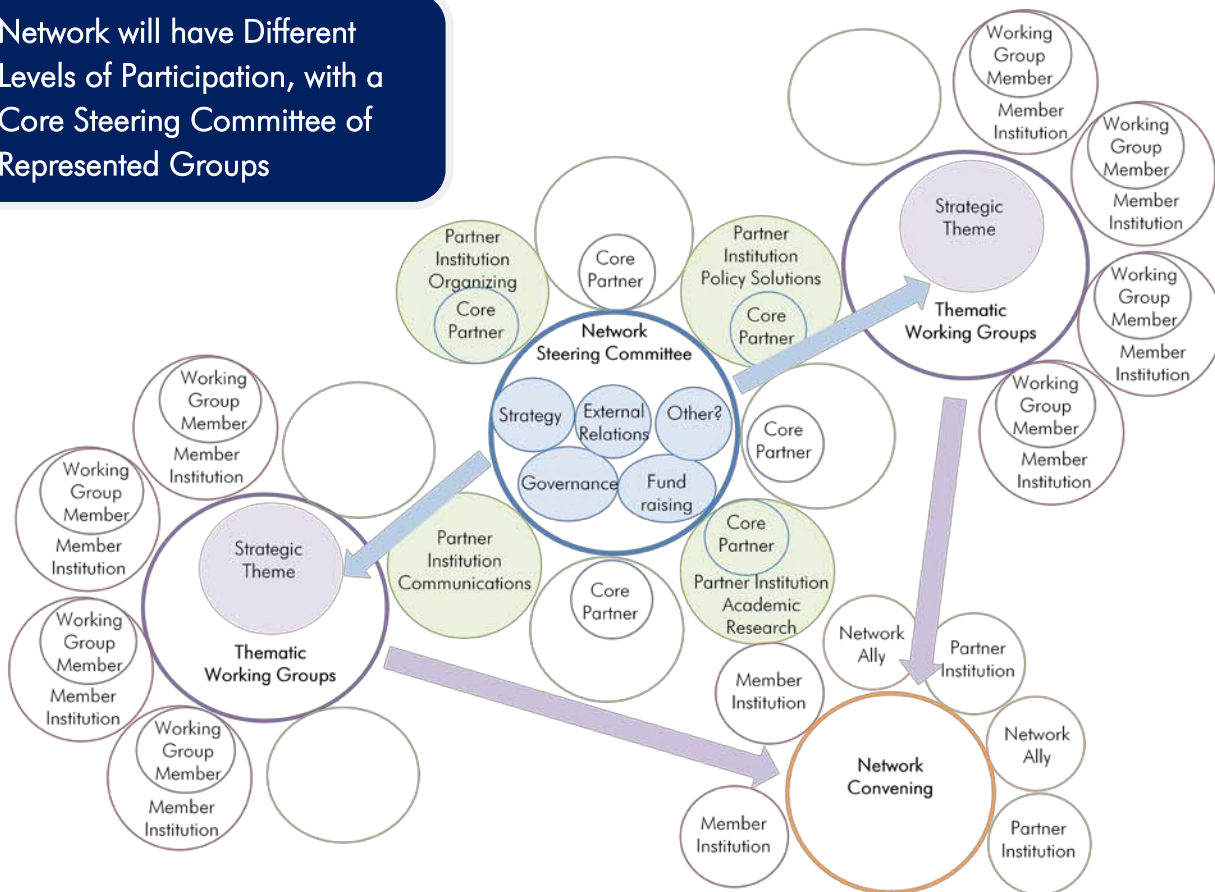
- Being rigid and centralized can make us vulnerable since rigid networks cannot withstand large-scale attacks.
- In contrast, a well-organized, flexible network can be resilient.
- Network need to have shared goals.

## Network Structure:

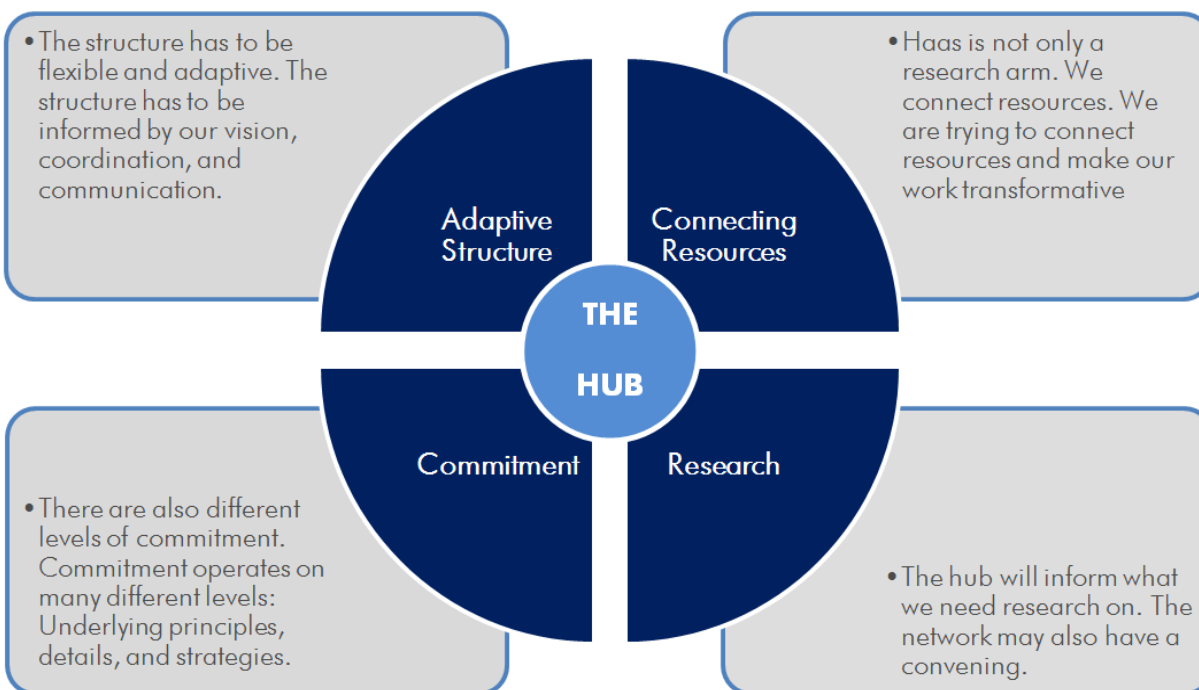
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- Rather than importing a preconceived model, the network is committed to an **evolving structure**. The network may become very different than what we originally create.
- The strongest networks work on complex adaptive system rather than linear systems; it will work on issues that are transformative and create coherence with other members.
- The network is about developing leadership and not control. While the networks will be emergent and involved, the network requires some structure.
- Our structure should facilitate and maximize participation. Some networks have both concentric circles and a national hub where decisions are made by the national hub or executive board. Other networks begin as a loose network. In creating the network, we want to be informed by other networks, and we want to develop a network structure that can help us achieve our goals.

Network will have Different Levels of Participation, with a Core Steering Committee of Represented Groups



**The Hub:**



## FOURTH CONVENING (DECEMBER 2-3, 2013)

### ***Need for Robust Definition of Equity***

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Marginalized groups are situated differently

Access to resources is tied to needs

Outcome oriented, not just focused on inputs

Set "Targeted universalism" as universal baseline that promotes full human capacity

### ***Need to Humanize Public and Non-Public/Non-Private Space***

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### ***Strategies for Building Power***

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Power analysis is needed

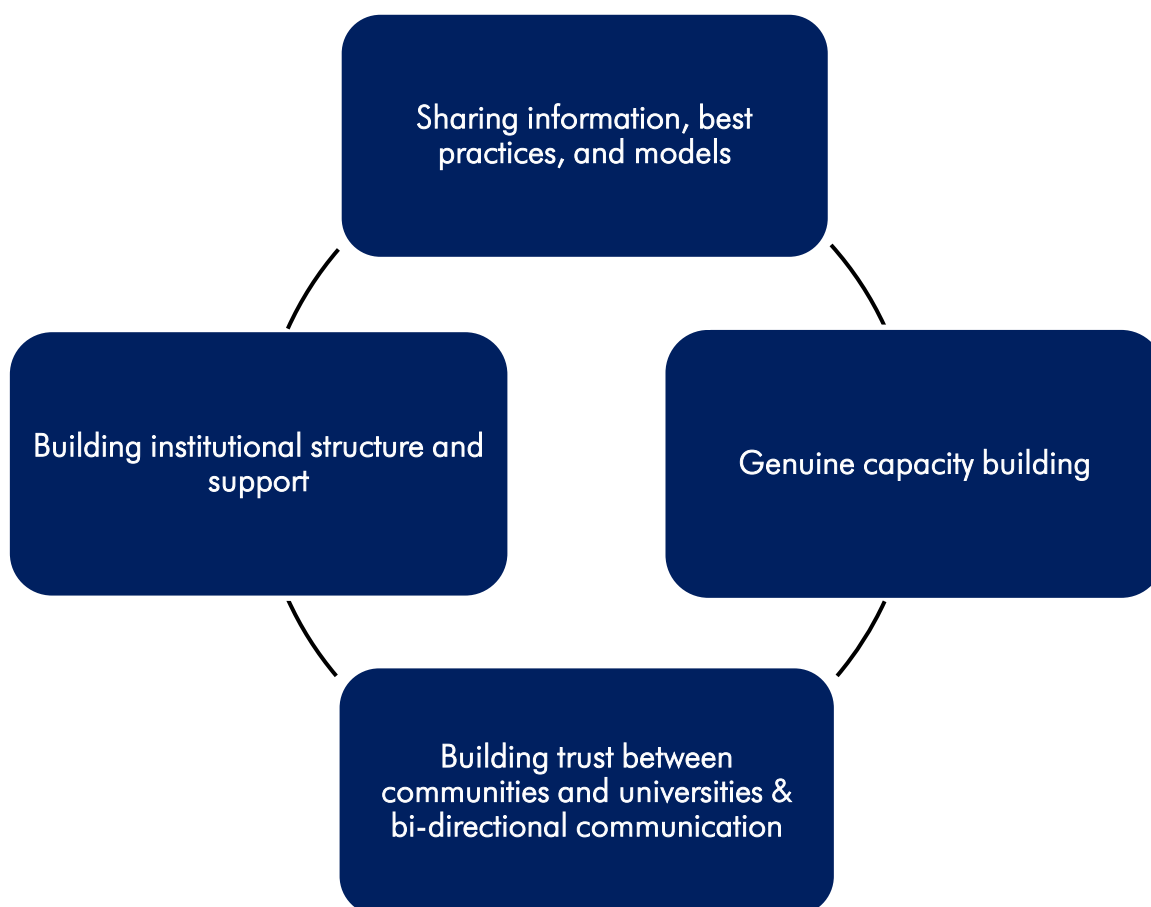
Power is never just for individual but collective

Power is abstract, faceless  
- stories and analysis are needed to reach people

Concentrated wealth is related to concentrated poverty

Engage communities in critical dialogue and real communication

Young people participation is a necessity for transformational change

**Criteria for Transformative Movement:****Responsibilities and Activities of Participants in the Network:**



## **Strategic Network Partner Organizations**

**American Values Institute**

**Center for Community Change**

**Center for Social Inclusion**

**Grassroots Policy Project**

**PICO National Network: national and a number of affiliates**

**Proteus Fund**

**Research Network on Racial & Ethnic Inequality-Duke University**

**The Florida New Majority**

**Workers Center for Racial Justice**

**U.S. Human Rights Network (USHRN)**

The Haas Institute for a Fair and Inclusive Society at University of California-Berkeley brings together researchers, organizers, stakeholders, communicators, and policymakers to identify and eliminate the barriers to an inclusive, just, and sustainable society and to create transformative change toward a more equitable nation.

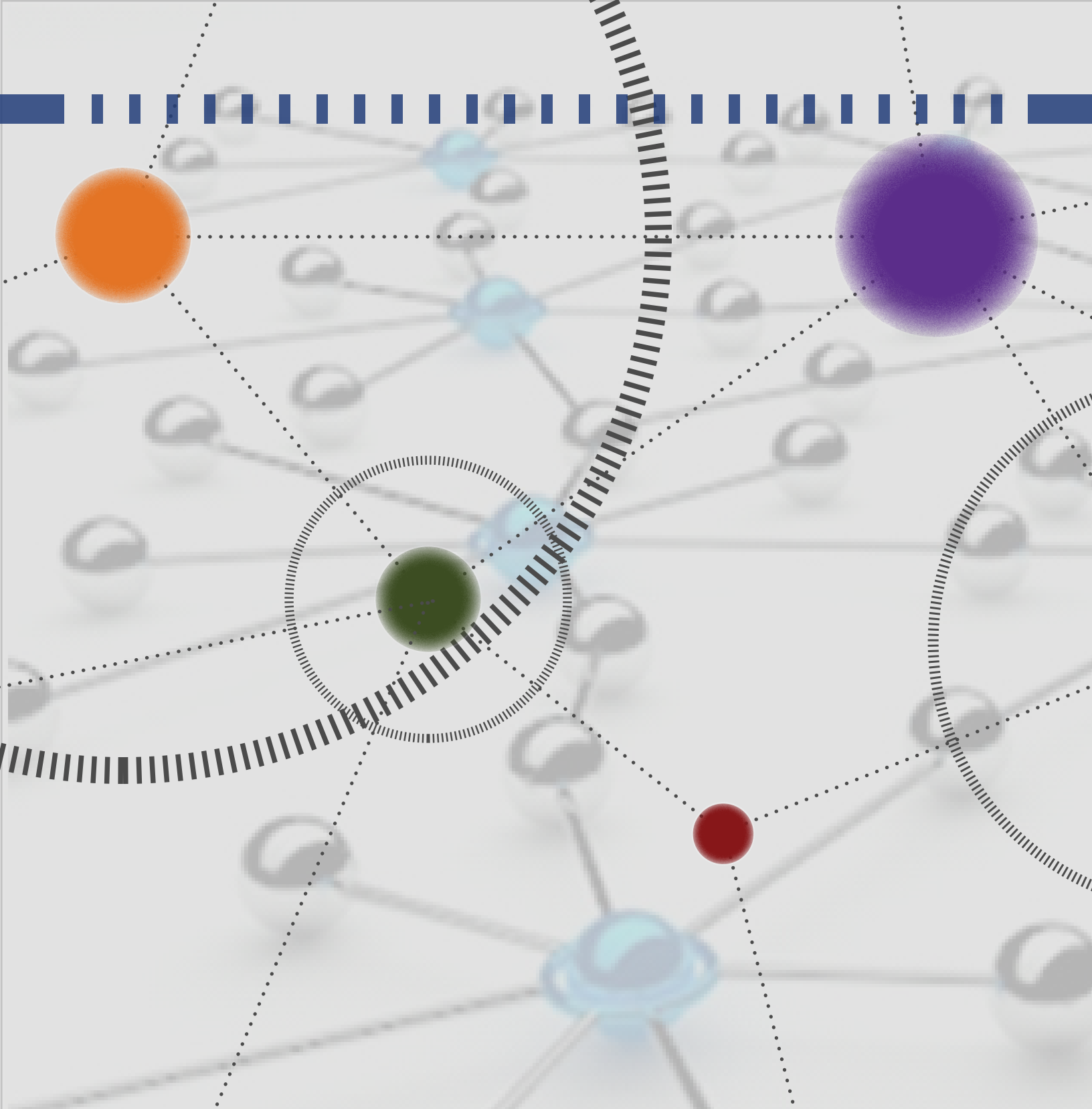
HAAS INSTITUTE FOR A FAIR AND INCLUSIVE SOCIETY



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