Building a Network for Transformative Change

A Network Vision and Convening Summaries
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.

![Network Relationships and Alignment](image)

- Coherence
- Leverage for Scale
The Haas Network for Transformative Change has four pillars:

**ACADEMIC RESEARCH**

The Haas Institute brings together leading academic researchers and scholars at UC Berkeley to address society’s most pressing issues related to equity, inclusion and diversity. We seek to draw upon the capacity of these academic research clusters, and other leading scholars, on behalf of the network. The leadership of the Haas Institute will guide the efforts of the intersecting clusters and leverage the Haas Institute network to craft holistic responses grounded in leading-edge academic research to the game-changing issues of our time.

**ORGANIZERS AND COMMUNITY BASED ORGANIZATIONS**

We seek to develop a strong network of partners and allies at the grassroots and community level that can mobilize and advocate for change with feet on the ground and can tap into existing community infrastructure. The network will provide a structure that will not only draw upon these community efforts, but support them with alliances between researchers and stakeholders in the community and other institutions.

**COMMUNICATIONS**

The third essential element of building a transformative network is strategic communications. In order to have a broad impact and to shift the national conversation on issues related to equity, inclusion, and diversity, we need effective communication of discoveries, research and scholarship. We need expert communicators to collaborate with researchers to frame issues in order to ensure the broadest dissemination, comprehension, and greatest impact.

**POLICY AND LEGAL SOLUTIONS**

The network must develop the capacity to provide technical legal and policy expertise to leverage cutting-edge academic research and community power into creative policy solutions for the game-changing issues of our time.

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...

Access

Mutuality

Inclusion

Fairness

Belonging

This is our Foundation

Opportunities & Challenges...

Hyper Individualism

Demographic Anxiety

Economic Insecurity

This is our Context

Our Collective Work Must Be...

Transformative

• Create System Level Change
• Catalyze change
• Target Leverage Points
• Impact Cross-Domain, Cross-Sector, Cross-Issue

Power-Building

• Support Alliances
• Build Coalitions
• Broaden Stakeholders
• Build Movement

Change the Narrative

• Inspire Action
• Raise Consciousness
• Create Coherence Between Issues
• Resonate Widely

This is our Challenge
Proposed Network Structure

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.

Developing Network Partnerships
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:

- Multiple identities and relationships
- Diversity?
- Interconnectedness?
- Democratic control over concentrated power
- Political and economic power for the common good
The Network Will Direct Energy Towards “Game-Changing” Issues:

- Must Select "Pathway" Issues that Build a Coherent Path towards a Shared Vision.
- Must be Tactical and Strategic.
- Citizenship, Poverty, and Corporate Realignment are all Possibilities.

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
The Stakes:

- Real Danger of Country Getting Pulled in the Wrong Direction
- Social Justice Advocates are Fragmented, and Defensive rather than Proactive and Strategic
- Key Barriers: Labor and People of Color Fail to Unify

Need to
- Create a Shared Platform
- Build Alliances, Trust and Relationships
- Work Across Sectors
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

#### 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:

- 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.
The Hub:

- The structure has to be flexible and adaptive. The structure has to be informed by our vision, coordination, and communication.

- Haas is not only a research arm. We connect resources. We are trying to connect resources and make our work transformative.

- There are also different levels of commitment. Commitment operates on many different levels: Underlying principles, details, and strategies.

- The hub will inform what we need research on. The network may also have a convening.
FOURTH CONVENING (DECEMBER 2-3, 2013)

Need for Robust Definition of Equity

- 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

Strategies for Building Power

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:

Transformation is changing the rules of the game, not just winning the game

Preserve past gains and address corporate interest in elections

Long-term solidarity

Responsibilities and Activities of Participants in the Network:

Sharing information, best practices, and models

Building institutional structure and support

Genuine capacity building

Building trust between communities and universities & bi-directional communication
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.

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