

# All-Staff Retreat: Equity Key Concepts & Definitions

# Introduction

The following slides present key concepts related to equity as preparation for our staff retreat. Many of the concepts shared here have been shared widely with staff through CSI's racial equity training. Others may be new to you. Whenever possible, we included links to additional reading or citations.

We ask that you spend some time familiarizing yourself with these concepts. Come prepared to discuss and/or share your questions during our staff retreat.

-The Staff Retreat Committee

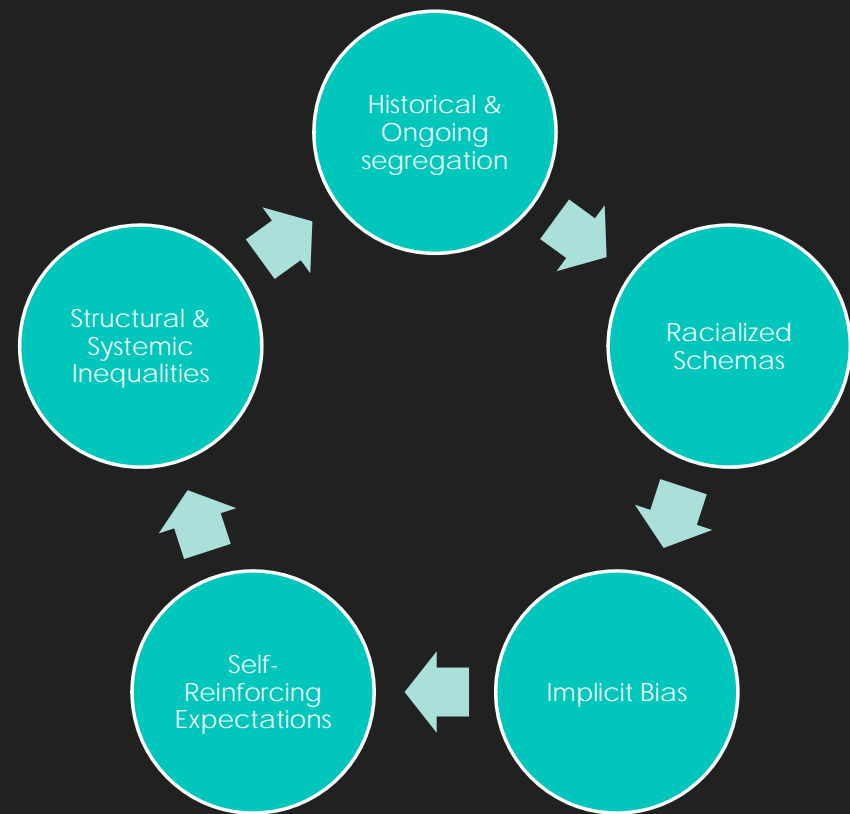
# Othering and Belonging Framework

Framework shared by john a. powell at the haas institute at  
University of California, Berkley

# Othering

**Othering** is a set of dynamics, processes, and structures that engender marginality and persistent inequality across any of the full range of human differences based on group identities. Dimensions of othering include, but are not limited to, religion, sex, race, ethnicity, socioeconomic status (class), disability, sexual orientation, and skin tone. Although the axes of difference that undergird these expressions of othering vary considerably and are deeply contextual, they contain a similar set of underlying dynamics.

The process of Othering occurs in our unconscious network: this can lead to racial, ethnic, or religious **bias**.



*The Cycle of Implicit Bias*

# Belonging

John A. Powell puts forth that the only viable solution to the problem of othering is one involving inclusion and belongingness. He notes, "the most important good we distribute to each other in society is membership. The right to belong is prior to all other distributive decisions since it is members who make those decisions."

**"Belongingness" entails an unwavering commitment to not simply tolerating and respecting difference but to ensuring that all people are welcome and feel that they belong in the society.** We call this idea the "circle of human concern." Widening the circle of human concern involves "humanizing the other," where negative representations and stereotypes are challenged and rejected. It is a process by which the most marginalized outgroups are brought into the center of our concern.

## How can we practice belonging in our everyday lives?

1. Expand the circle of human concern
2. Determine the points of intervention
3. Frame conversations around unity and linked fate
4. Highlight deep shared values (e.g., fairness, mobility, opportunity)
5. Create a culture of belonging

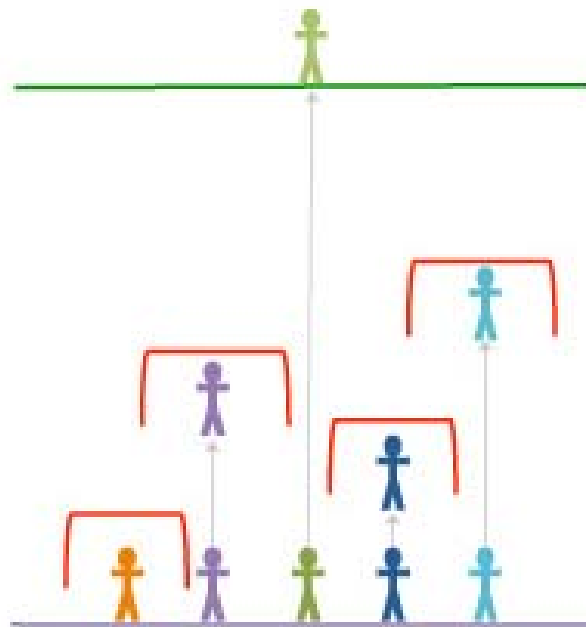
# Targeted Universalism

A *targeted universal strategy* is one that is inclusive of the needs of both the dominant and the marginal groups, but pays particular attention to the situation of the marginal group. Targeted universalism rejects a blanket universal which is likely to be indifferent to the reality that different groups are situated differently relative to the institutions and resources of society. It also rejects the claim of formal equality that would treat all people the same as a way of denying difference. Any proposal would be evaluated by the outcome, not just the intent. While the effort would be universal for the poor, it would be especially sensitive to the most marginal groups.

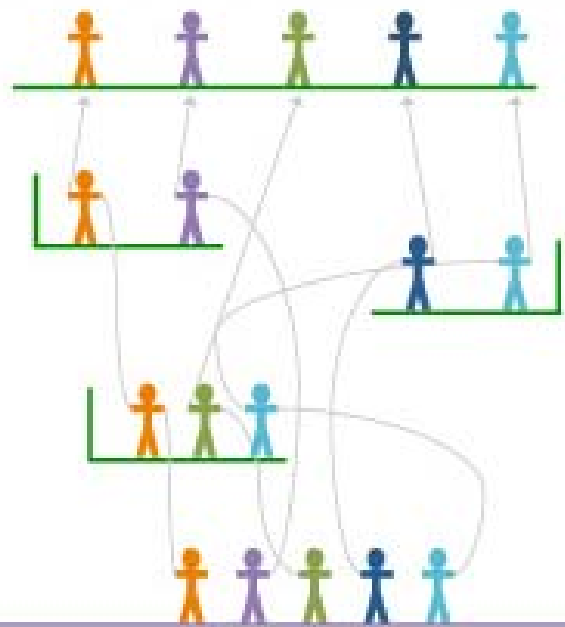
- Targeting with universalism means seating universal goals and targeted means/processes.
- This approach **supports the needs of the particular** while reminding us that we are all part of the same social fabric
  - Universal, yet captures how people are differently situated
  - Inclusive, yet targets those who are most marginalized

*Structural Inequity produces consistently different outcomes for different communities.*

*Opportunity Structures respond with necessary resources and multiple paths needed for different communities & individuals to thrive.*



VS.



Structural Inequity

Opportunity Structure

Universal goal  
with Targeted  
Solutions

# Diversity Equity and Inclusion (DEI) Framing



# Diversity

*Definition from D5 Coalition*

The D5 Coalition has defined it broadly to encompass the demographic mix of a specific collection of people, taking into account elements of human difference, but focusing particularly on:

- Racial and ethnic groups
- LGBT populations
- People with disabilities
- Women

D5 uses this broad definition of diversity for three reasons. First, this is what diversity looks like in the 21st century. Second, our definition encompasses populations that historically have been—and remain—underrepresented in grantmaking and among practitioners in the field, and marginalized in the broader society. Third, to be a national leader, organized philanthropy must get in front of diversity, equity, and inclusion issues and do so in a comprehensive way. We acknowledge and respect that this is one of many ways to define diversity, a concept that can encompass many other human differences as well.

# Equity

*Definition from PolicyLink*

*Equity* is the fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. Improving equity involves increasing justice and fairness within the procedures and processes of institutions or systems, as well as in their distribution of resources. Tackling equity issues requires an understanding of the root causes of outcome disparities within our society.



EQUALITY

VS.

EQUITY

**Equity** involves trying to understand and give people what they need to enjoy full, healthy lives. **Equality**, in contrast, aims to ensure that everyone gets the same things in order to enjoy full, healthy lives. Like equity, equality aims to promote fairness and justice, but it can only work if everyone starts from the same place and needs the same things.

# Equality vs Equity

*From the Annie E. Casey Foundation "Race Equity and Inclusion Action Guide"*

# Inclusion

*Inclusion* is the act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate. An inclusive and welcoming climate embraces differences and offers respect in words and actions for all people. It's important to note that while an inclusive group is by definition diverse, a diverse group isn't always inclusive. Increasingly, recognition of unconscious or 'implicit bias' helps organizations to be deliberate about addressing issues of inclusivity.

# Broader Vision for Equity

## Policy Link Equity Manifesto

It begins by joining together, believing in the potency of inclusion, and building from a common bond.

It embraces complexity as cause for collaboration, accepting that our fates are inextricable.

It recognizes local leaders as national leaders, nurturing the wisdom and creativity within every community as essential to solving the nation's problems.

It demands honesty and forthrightness, calling out racism and oppression, both overt and systemic.

It strives for the power to realize our goals while summoning the grace to sustain them.

It requires that we understand the past, without being trapped in it; embrace the present, without being constrained by it; and look to the future, guided by the hopes and courage of those who have fought before and beside us.

**This is equity:** just and fair inclusion into a society in which all can participate, prosper, and reach their full potential. Unlocking the promise of the nation by unleashing the promise in us all.

# Race and Racism

Key concepts shared by the Center for Social Inclusion to  
Kresge Foundation staff

# Key facts about race

- Race is a socially constructed system of categorizing humans largely based on observable physical features such as skin color. There is no scientific basis for or discernible distinction between racial categories.
- The ideology of race has become embedded in our identities, institutions and culture and is used as a basis for discrimination and domination.
- Policy drives the social construction of race and has contributed to changing ideas and definitions of race over time

# Individual and institutional bias impact racial inequities

## Institutional / Explicit

*Policies which explicitly discriminate against a group.*

**Example:**

Police department refusing to hire people of color.

## Institutional / Implicit

*Policies that negatively impact one group unintentionally.*

**Example:**

Police department focusing on street-level drug arrests.

## Individual / Explicit

*Prejudice in action – discrimination.*

**Example:**

Police officer calling someone an ethnic slur while arresting them.

## Individual / Implicit

*Unconscious attitudes and beliefs.*

**Example:**

Police officer calling for back-up more often when stopping a person of color.



# How does racism show up?

## **Individual racism:**

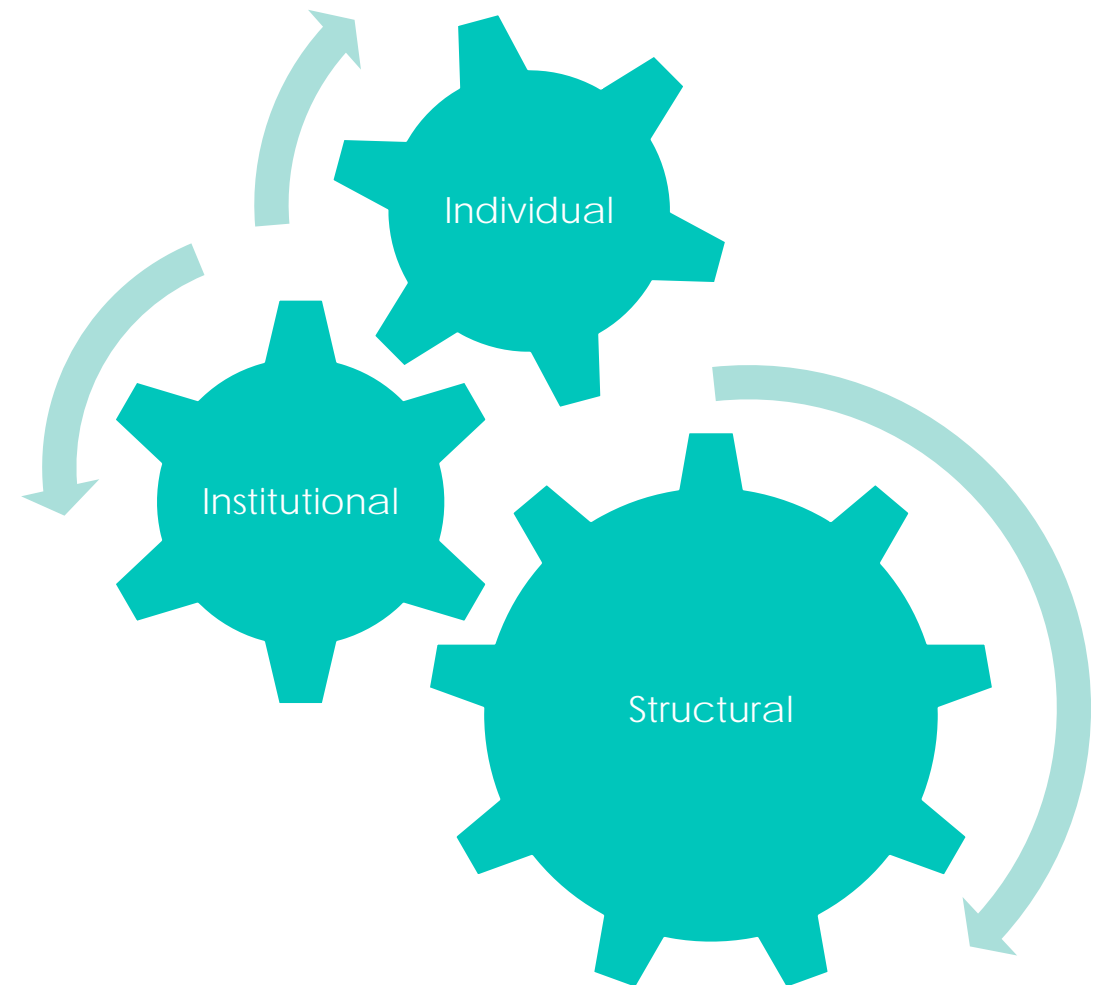
Pre-judgement, bias, or discrimination by an individual based on race.

## **Institutional racism:**

Policies, practices and procedures that work better for white people than for people of color, often unintentionally or inadvertently.

## **Structural racism:**

A history of current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color.



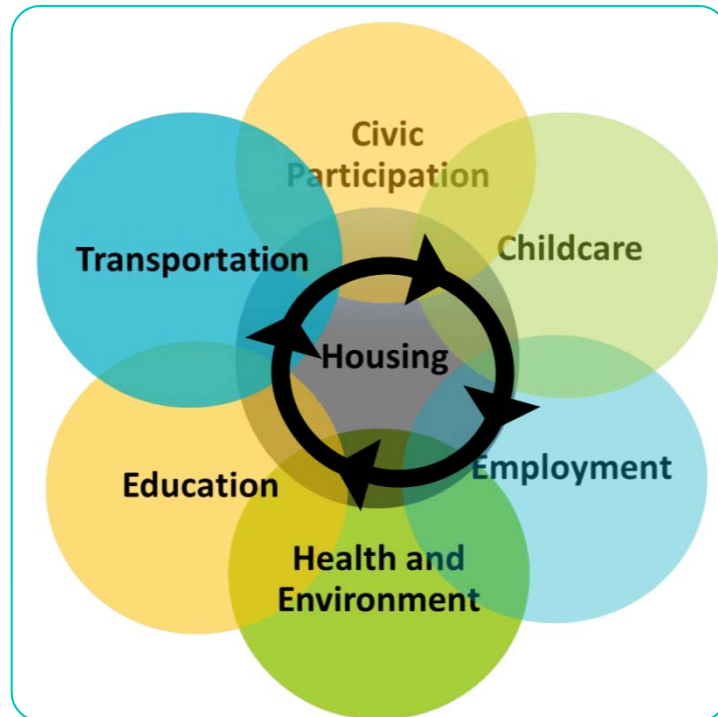
# Racial Equity

Key concepts shared by the Center for Social Inclusion to  
Kresge Foundation staff

# Racial inequity in the U.S.

From infant mortality to life expectancy, race predicts how well you will do...





## Structural racism: points to multiple institutions

- The ways our public and private institutions interact to produce barriers to opportunity and racial disparities.

## Intent to discriminate is irrelevant

- Structures just do what they do, often invisibly, and reinforce disinvestment and disparities.

# Structural Racial Inequity

# Racial equity

Racial equity is when 1) **race is no longer a determinant of life outcomes** and 2) in addressing racial inequity directly, we improve the outcomes for everyone.

Racial equity is both a **process** *and* the **outcome**. It is an inclusive approach to transform structures towards access, justice, self determination, redistribution and sharing of power and resources.

To “close the gap,” we have to:

- Target strategies to focus improvements for those worse off
- Move beyond “services” and focus on changing policies, institutions, and structures.

# Intersectionality

# Intersectionality

Intersectionality is an analytic framework which attempts to identify how interlocking systems of power impact those who are most marginalized in society. Intersectionality considers that the various forms of what it sees as social stratification, such as race, gender, class, sexual orientation, and disability, do not exist separately from each other but are completely interwoven. While the theory began as an exploration of the oppression of women of color within society, today the analysis is applied to all categories.



# Origins of intersectionality

Intersectionality, then, was my attempt to make feminism, anti-racist activism, and anti-discrimination law do what I thought they should — highlight the multiple avenues through which racial and gender oppression were experienced so that the problems would be easier to discuss and understand.

Intersectionality is an analytic sensibility, a way of thinking about identity and its relationship to power.

-Kimberlé Crenshaw