



PLENARY

PUTTING THE “BE” IN BELONGING

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Putting the “BE” in Belonging

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WHY BELONGING?

Since 2020

WORLD



**THE WORLD IS
TEMPORARILY CLOSED**





TALIBAN CAPTURE KABUL, STUNNING U.S. AS A 20-YEAR EFFORT UNRAVELS IN DAYS



Taliban fighters Sunday in Kabul, Afghanistan, on a Humvee seized from Afghan forces. Eight days into a nationwide push, the insurgents took control of the city. JIM HOLEMEYER FOR THE NEW YORK TIMES

After Week Under New Rulers, Kunduz May Be Hint of Future

By CHRISTINA GOLDBAUM and NAJIM RAHIM

It was his first day as the Taliban-appointed mayor of Kunduz, and Gul Mohammad Elias was on a charm offensive. A week ago Sunday, the insurgents seized control of the city in northern Afghanistan, which is in shambles after weeks of fighting. Power lines were down. The water supply, powered by generators, did not reach most residents. Trash and rubble littered the streets. The civil servants who could fix those problems were hiding at home, terrified of the Taliban. So the insurgent-commander-turned-mayor summoned some of his new office, to persuade them to return to work. "I said that our jihad is not with the municipality, our jihad is against the occupiers and those who defend the occupiers," Mr. Elias told The New York Times by telephone.

For Biden, Images He Wanted to Avoid

By DAVID E. SANDER

Rarely in modern presidential history have words come back to bite as an American commander in chief as swifly as these from President Biden a little more than five weeks ago: "There's going to be no circumstance where you see people being lifted off the roof of an embassy of the United States in Afghanistan." Then, digging the hole deeper, he added, "The likelihood there's going to be the Taliban overturning everything and owning the whole country is highly unlikely." On Sunday, the Taliban said it was evacuating American civilians and embassy employees from Kunduz — the very image that Mr. Biden and his aides agreed they had to avoid during recent meetings in which he can provide basic services to hundreds of thousands of people. The experience of those in Kunduz offers a glimpse of how the insurgent commander.

Record Rise in Food Stamp Aid Aims to Stem Hunger's Spread

By JASON DEPARLE

WASHINGTON — The Biden administration has revised the nutrition standards of the food stamp program and prompted the permanent increase. The changes are intended to benefit the program's Hispanic and African American populations. For at least a decade, critics of the benefits have said they were too low to provide an adequate diet. More than three-quarters of households exhaust their benefits each month. Under rules to be announced Monday and put in place in October, average benefits will rise more than 25 percent from program levels. All 42 million people in the program will receive additional aid. The move does not require congressional approval. The changes are intended to benefit the program's Hispanic and African American populations.

A Racial Shift, Visualized

Maps show a rise in the share of people of color in nearly every county across the United States.

The Future of Ballooning

A program in Washington State aims to introduce an aging sport to a new, more diverse class of aeronauts.

An Inspiration for Generations

Donald Kagan, 89, one of the country's leading historians, was also renowned for his classroom style.

In Quake-Ravaged Haiti, Hordes of the Injured Seek Scarce Care

LES CAYES, Haiti — With broken bones and open wounds, the injured jammed into damaged hospitals or headed to the airport, hoping for mercy flights. A handful of doctors toiled all night in makeshift triage wards. A retired surgeon used his seven-seat propeller plane to ferry the most urgent patients to emergency care in the capital. "It's the magnitude-7.2 earthquake killed at least 1,300 people and injured thousands in western Haiti, the main airport of the city of Les Cayes was overwhelmed Sunday with people trying to evacuate their loved ones to Port-au-Prince, the capital, about 80 miles to the east." "The unexpected development came not long after the high-

Making Lemonade on TikTok

Marissa Meixler became a meme after her friends excluded her from a birthday party. She decided to use the app to find new friends. It turns out she was far from alone.

From Marketing to Trust

Red Ventures, the biggest digital media company you've never heard of, is a quiet juggernaut based in South Carolina that has turned very specific advice into very big business.

Eli Dourado

Barrie Kosky's production, above, for the Berliner Ensemble is at the theater where the work premiered.

RUSSIA ATTACKS AS PUTIN WARNS WORLD; BIDEN VOWS TO HOLD HIM ACCOUNTABLE



A Ukrainian soldier on Wednesday. President Vladimir V. Putin of Russia said his goal was to demilitarize but not occupy Ukraine. TYLER HOOKS FOR THE NEW YORK TIMES

Sleepless Nights in Moscow as a Nation Lurches Into a Conflict

By ANTON TROIANOVSKI

MOSCOW — Waiting for her friends on Moscow's grimy landscaped Boulevard Ring earlier this week, Svetlana Kozaikova admitted that she'd had a sleepless night. She kept checking the news on her phone after President Vladimir V. Putin's agreed speech to the nation on Monday that all but threatened Ukraine with war. "Things are going to be very, very uncertain," she said, "and, most likely, very sad." For months, Russians of all political stripes turned out American warnings that their country could soon invade Ukraine, dismissing them as an outlandish concoction in the Kremlin. But this week after several television appearances by Mr. Putin stunned and scared some longtime observers, that sense of casual disregard turned to a deep unease. Early Thursday morning, any remaining skepticism that their country would invade was put to rest, when Mr. Putin declared "a special military operation" in Ukraine. He also banned Russia from raising funds in European capital markets through short- and long-term bonds.

2 Manhattan Prosecutors Quit, Putting Trump Inquiry in Doubt

This article is by William K. Rashbaum, Ben Prusick, Jonah E. Bronowitz, Kate Christoffel and Nate Scherzer. The two prosecutors leading the Manhattan district attorney's investigation into former President Donald J. Trump and his business practices abruptly resigned on Wednesday amid a monthlong pause in their presentation of evidence to a grand jury, according to people with knowledge of the matter. The unexpected development came not long after the high-

Anti-Mandate Protests Spread

An occupation in New Zealand's capital shows the influence that American health agencies that are having in managing the pandemic.

A Regal President's Softer Side

As elections near, Emmanuel Macron of France is aiming to put a more human face on his powerful position.

Growing Voice of Grunge

In bands like Screaming Trees and Queens of the Stone Age, Mark Lane-gan, 57, helped lift a genre.

PALESTINIAN MILITANTS STAGE ATTACK ON ISRAEL



MORNING BARRAGE A group of rockets fired from Gaza City sailed toward Israel. EARLY CASUALTIES Bodies of Israelis killed by militants in the city of Sderot. SAMAR ABU ELODY FOR THE NEW YORK TIMES

Migrant Influx Strains Support Of New Yorkers

By JOHN LELAND

Carin Ball said she was walking with a friend in Queens this spring when they stopped to talk with a woman who was holding a baby and crying. The woman had just arrived at a nearby migrant shelter, she explained in Spanish, and her baby would not eat the food there. Ms. Ball bought the woman baby food and diapers. "What tugged at my heartstrings," she said, "was she had a link with her."

'The Children Were Terrified': Blasts and Gunmen at the Door

By ISABEL KERSHNER and RAJA ABDULRAHIM

JERUSALEM — Israeli citizens, barricaded in their homes in towns near the Gaza Strip, called on television stations as Palestinian gunmen crossed the border into Israel and invaded their communities on Saturday morning. The Israelis spoke in whispers as they pleaded desperately for help. One woman named Doreen told Israel's Channel 12 that militants were in her house in Nabal Oz, a small rural community, and that she was hiding in a safe room. "My husband is holding the door of the bomb shelter," she said. "Now they're shooting sprays of bullets at the bomb shelter's window. Sprays, and my three children are here with me."

An 8-Year-Old Boy Gets Thrust Into a Buddhist Power Struggle

ULANBAATAR, Mongolia — The boy had seemed destined for a life of affluence and earthly pursuits. Born into the family behind a major mining conglomerate in Mongolia, he might have been picked to someday lead the company from its steel-and-glass headquarters in the country's capital. Instead, the 8-year-old is now at the heart of a struggle between the Dalai Lama and the Chinese Communist Party. He was just a toddler when everything changed. On a visit to a vast monastery in the capital city of Ulaanbaatar, known for a towering Buddha statue gilded in gold, his father brought him and his twin brother into a room where they and seven other boys were given a secret test. The children were shown a table strewn with religious objects. Some of them refused to leave their parents' sides. Others were drawn to the colorful candy that had been placed as distractions. This boy, A. Altanmur, was different. He picked out a set of prayer beads and put it around his neck. He rang a bell used for meditation. He walked over to a monk in the room and playfully climbed on his legs.

A Firearms Debate in London

Officers in London have put their guns down in protest over a murder and a public criticism of the power wielded by armed police.

Human Resources, for Plants

People who have eschewed careers in fields like fashion and design are creating thousands of corporate plants in New York, one leaf at a time.

When the Narrative Falters

With his new book about the crypto mogul Sam Bankman-Fried, the writer Michael Lewis is finding himself under a microscope.

SUNDAY STYLES: Effortless Comfort, Skechers Hands Free Slip-ins, Go Hands Free. SUNDAY BUSINESS: Human Resources, for Plants, When the Narrative Falters. ARTS & LEISURE: A New Stage of Adolescence. SUNDAY OPINION: Pamela Paul.

1968











Walk A Mile In My Shoes — Joe South

If I could be you, if you could be me
For just one hour
If we could find a way
To get inside each other's mind, uh huh
If you could see you through my eyes
Instead of your ego
I believe you'd be, I believe you'd be
Surprised to see
That you've been blind, uh huh
Walk a mile in my shoes
Just walk a mile in my shoes
And before you abuse, criticize and accuse
Just walk a mile in my shoes

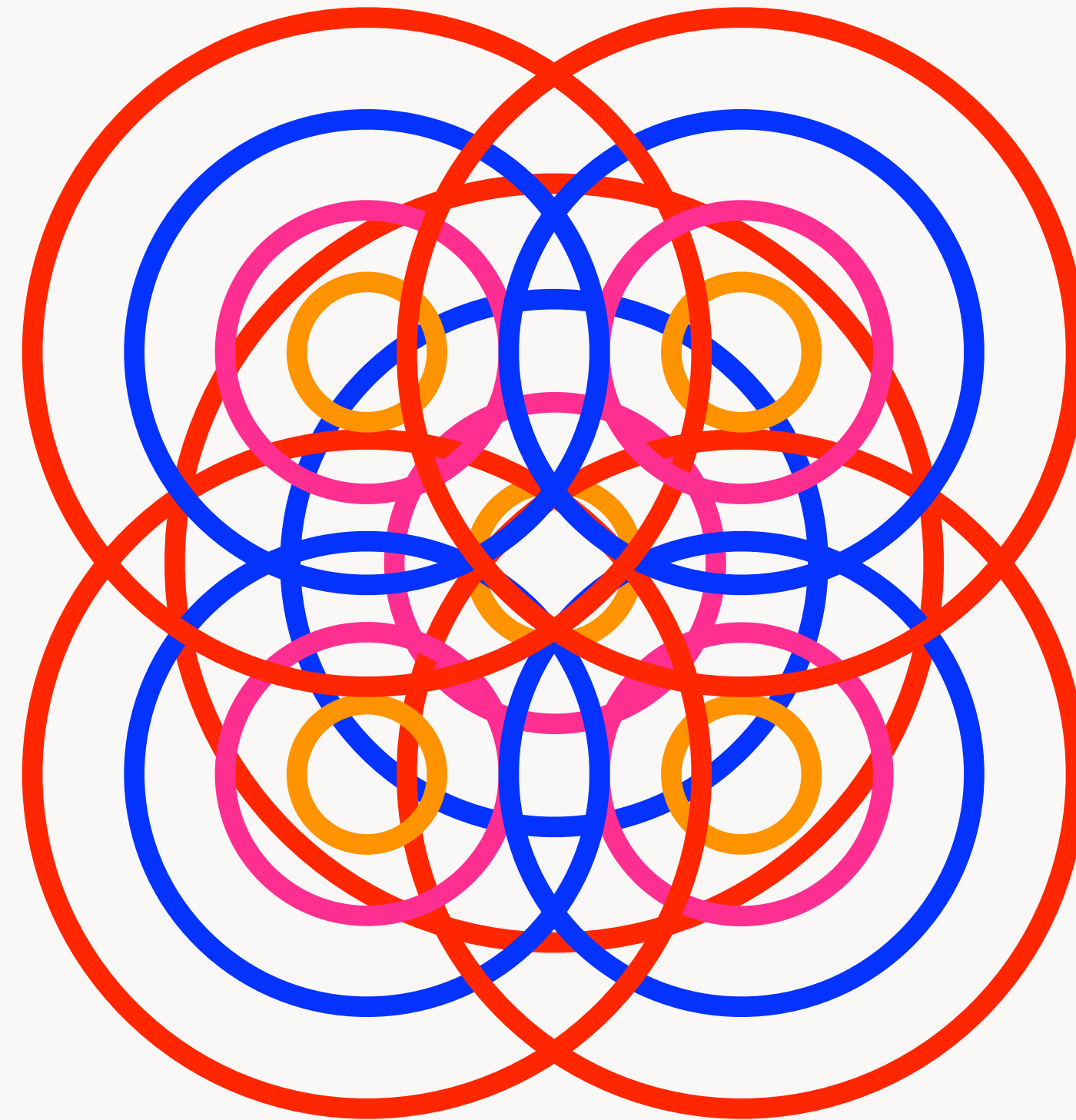
Longing to belong is part of being human

WHAT IS BELONGING?

Belonging is ...

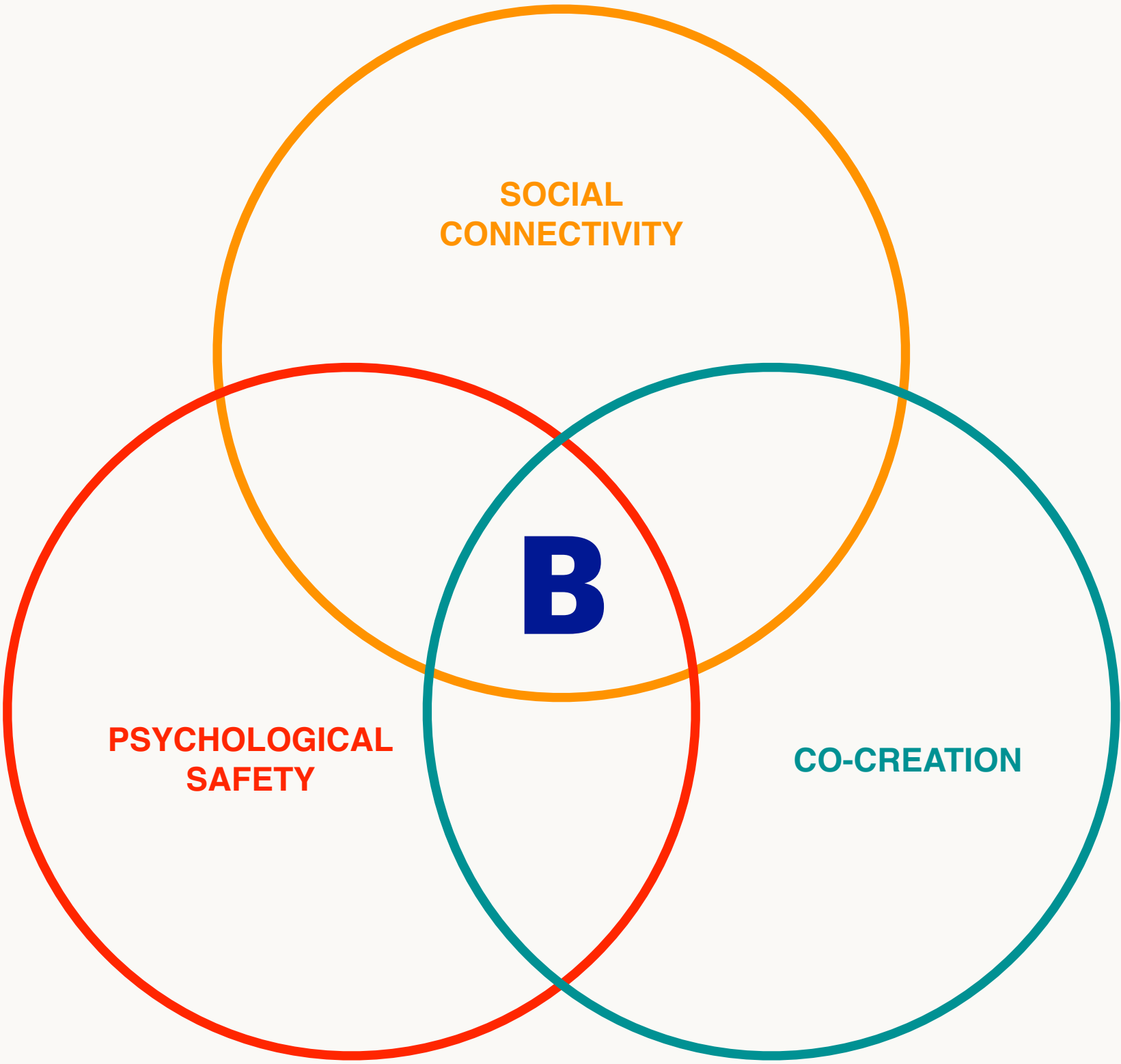
“Imagine a circle of compassion and no one is standing outside of it.”

— **Father Gregory Boyle**

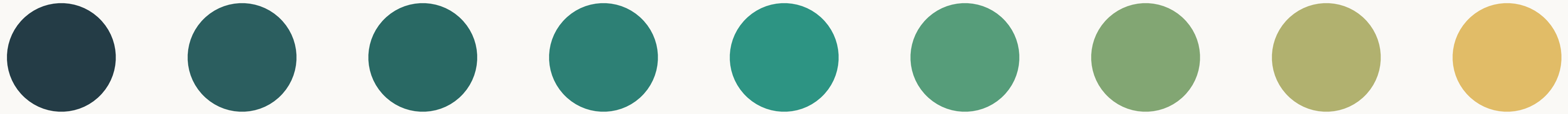


Belonging is Multi-faceted

Social Connectivity	Psychological Safety	Agency and Co-Creation
Emotionally connected	Ability to be one's whole and authentic self	Able to influence decisions
Satisfying relationships	Others value me and my contributions	Feel like an "insider" who understands how the system works
Welcomed and included	Comfortable expressing my opinions even when they differ	Treated equally



The Belonging Barometer



Exclusion
1 to 2.33

Ambiguity
2.34 to 3.66

Belonging
3.67 to 5

Respondents whose score on the Belonging Barometer was in the lowest third (1-2.33) are in the "Exclusion" category

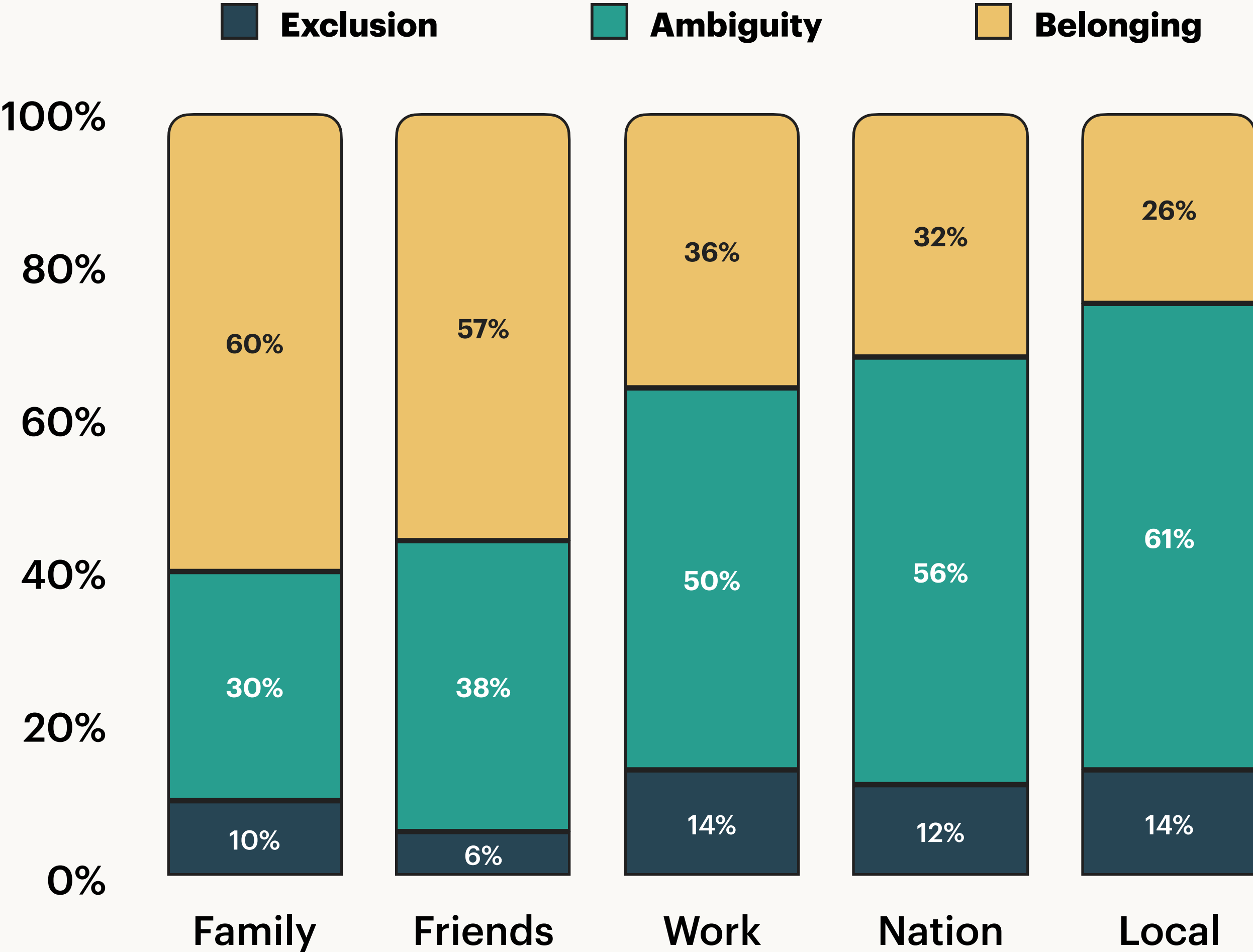
Respondents whose score was in the middle third (2.34 - 3.66) are in the "Ambiguity" category

Respondents whose average score placed them in the top third (3.67 - 5) fall into the "Belonging"

State of Belonging in the U.S.

Majority of Americans report lack of belonging at work, in their local communities, and at the national level.

*Source: The Belonging Barometer
*** Percentages add up to more than 100 due to rounding*



HOW DO YOU BUILD BELONGING?



BE Inclusive



BE Inclusive

BE Intentional



BE Inclusive

BE Intentional

BE Bold



BE Inclusive

BE Intentional

BE Bold



THANK YOU

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Sources for Photography: Associated Press, Getty Images





Resources


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Trisha A. Dehron, MS

Cultivating Contact

A Guide to Building Bridges and Meaningful Connections Between Groups



 Center for Inclusion and Belonging
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 WELCOMING AMERICA
FOUNDED & HEADQUARTERS IN WASHINGTON

University of Massachusetts Amherst

The Belonging Barometer

THE STATE OF BELONGING IN AMERICA

OVER ZERO

 American Immigration Council

JAKADA IMANI
MONNA WONG
BEX AHUJA

Management in a Changing World

HOW TO MANAGE FOR Equity, Sustainability, and Results

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