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NCACH Annual Summit

Targeted Universalism

PRESENTER:
john a. powell
Director,
Haas Institute

DATE:
April 12, 2019

Outline

1. Targeted Universalism
2. TU & Equity
3. Operationalizing Belonging
    - TU components
    - Setting goals, alignment
    - Bridging, targeting, grouping

Targeted Universalism:
universal goals & targeted strategies

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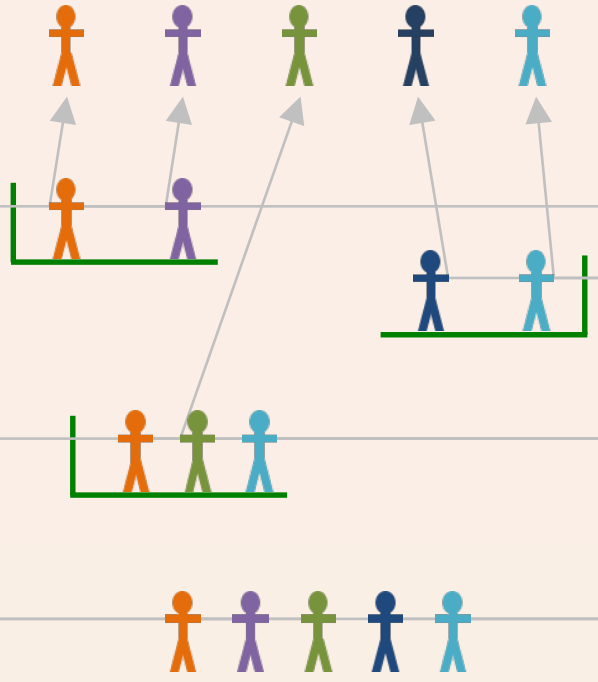
Structural inequity & othering is created by different groups and people having different pathways with structural road blocks to reach a goal.

Targeted universalism directs attention to pathways different groups face & suggests structural changes to make those paths smoother.



Universal Goal with Targeted Strategy

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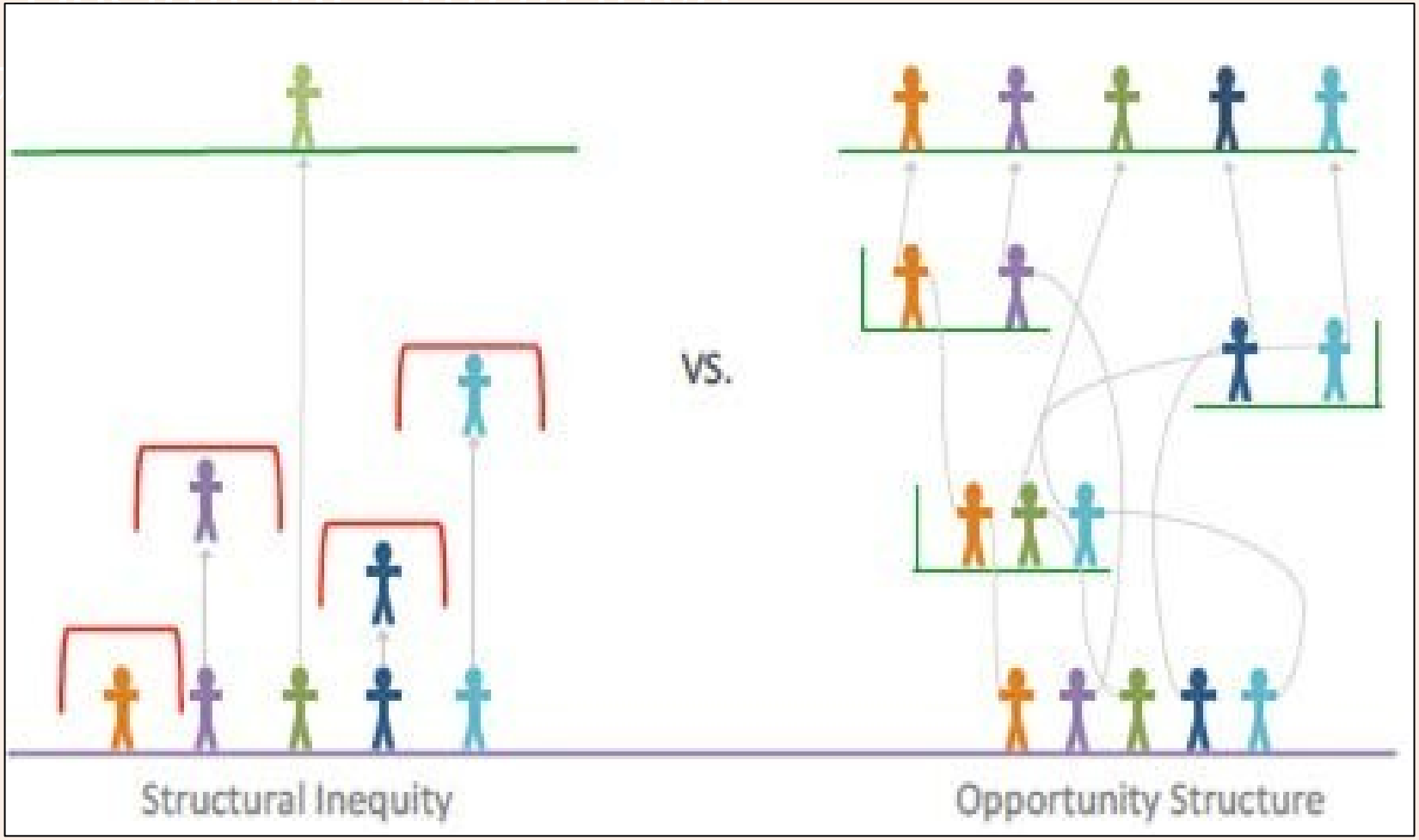
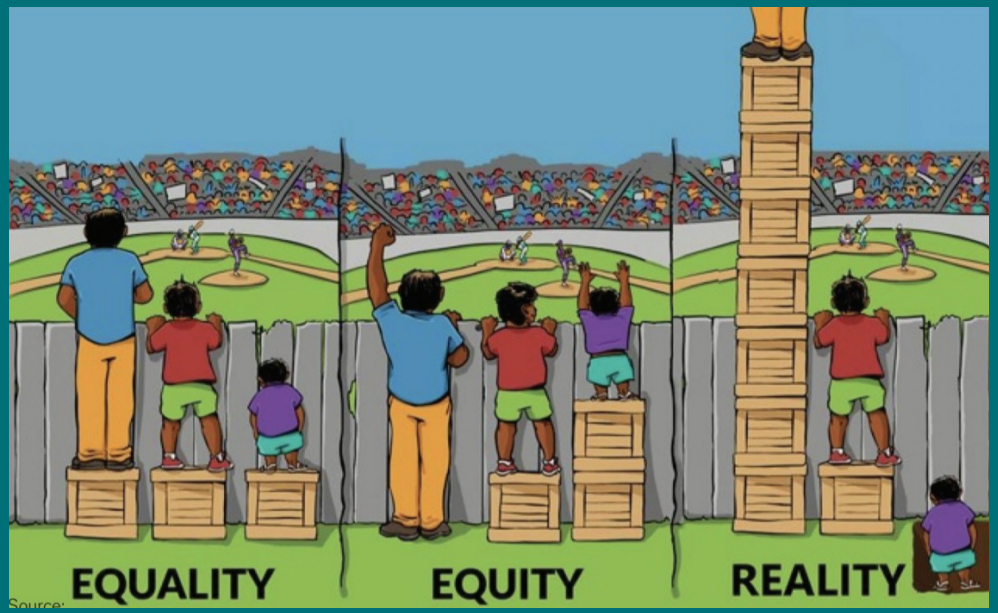
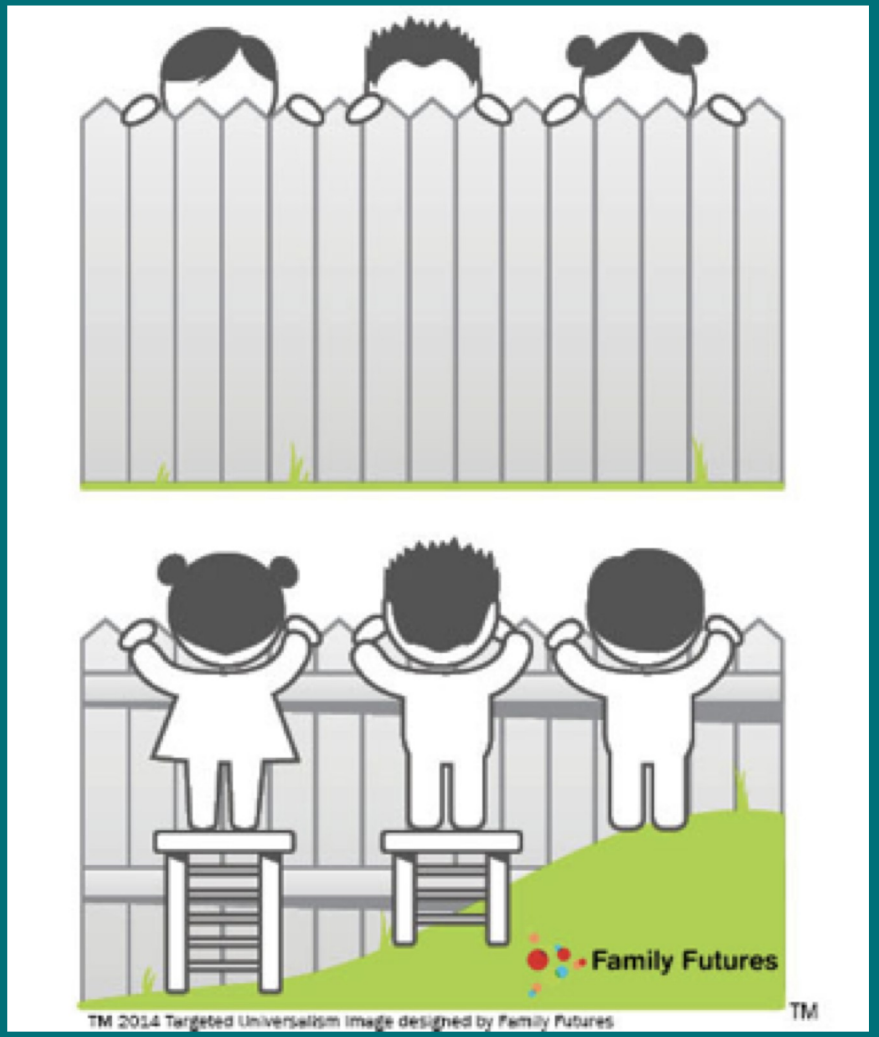
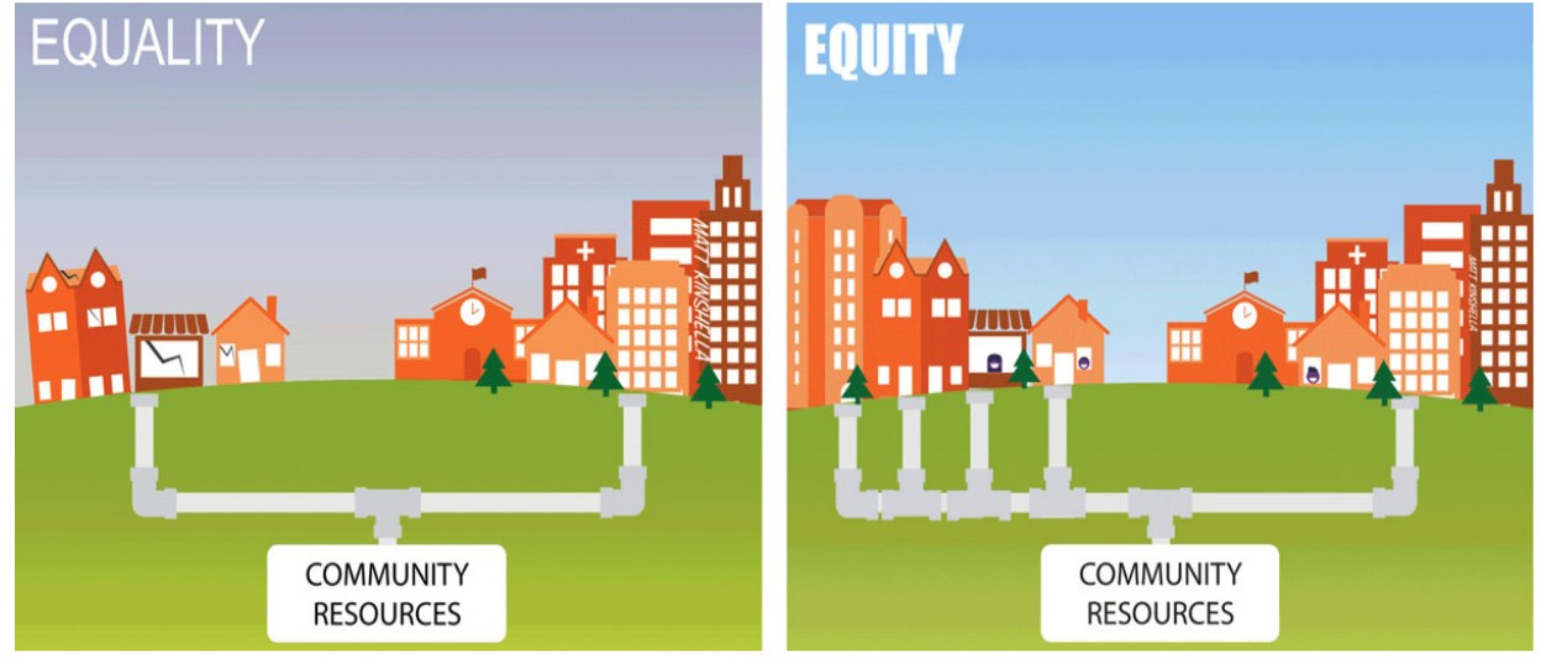



EQUALITY
EQUITY
REALITY

Source:


Family Futures
TM 2014 Targeted Universalism image designed by Family Futures
TM


EQUALITY
COMMUNITY RESOURCES
EQUITY
COMMUNITY RESOURCES

Why The Universal Falls Short

- Fails to recognize the way in which groups are differently situated based on historical and systemic exclusion and subordination
- Fails to recognize the interconnectedness of policy issues
- Universal policies will not lift all boats. It will lift the boats that are considered the norm, but not those boats with unique conditions, like a leaky underbelly, and will fail to address those who lack boats completely
- The universal is not the strategy or process but the goal

Why Targeted Policies Fall Short

Targeted policies stem from a paradigm that says everyone began on equal footing and on equal footing adheres to the norms, desires, and practices of a universal being constructed with the white male in mind.

It understands racism and marginalization as a harm that knocks someone from this initial position and then tries to restore them to that position.

It does not take into account the ways in which the norms, desires, and practices of different groups may differ from the imagined universal being.

The focus must be transforming soceity. It is not enough to provide relief to someone who is systemically disadvantaged by the construction of society. The answer is to transform the society entirely.

Targeted Universalism: 5 Steps

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1. Articulate a particular goal based upon a robust understanding and analysis of the problem at hand.
2. Assess difference of general population from universal goal.
3. Assess particular geographies and population segments divergence from goal.
4. Assess barriers to achieving the goal for each group/geography.
5. Craft targeted processes to each group to reach universal goal.

Why Targeted Universalism

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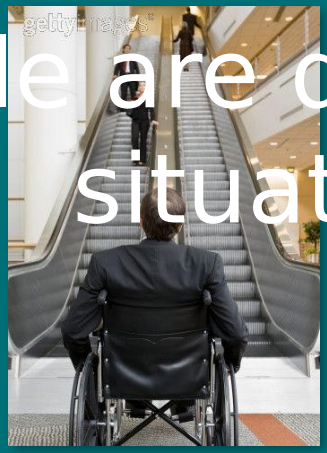
Some people ride the “Up” escalator to reach opportunity.

Others have to run up the “Down” escalator to get there.

Why Targeted Universalism?

People are differently situated

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.

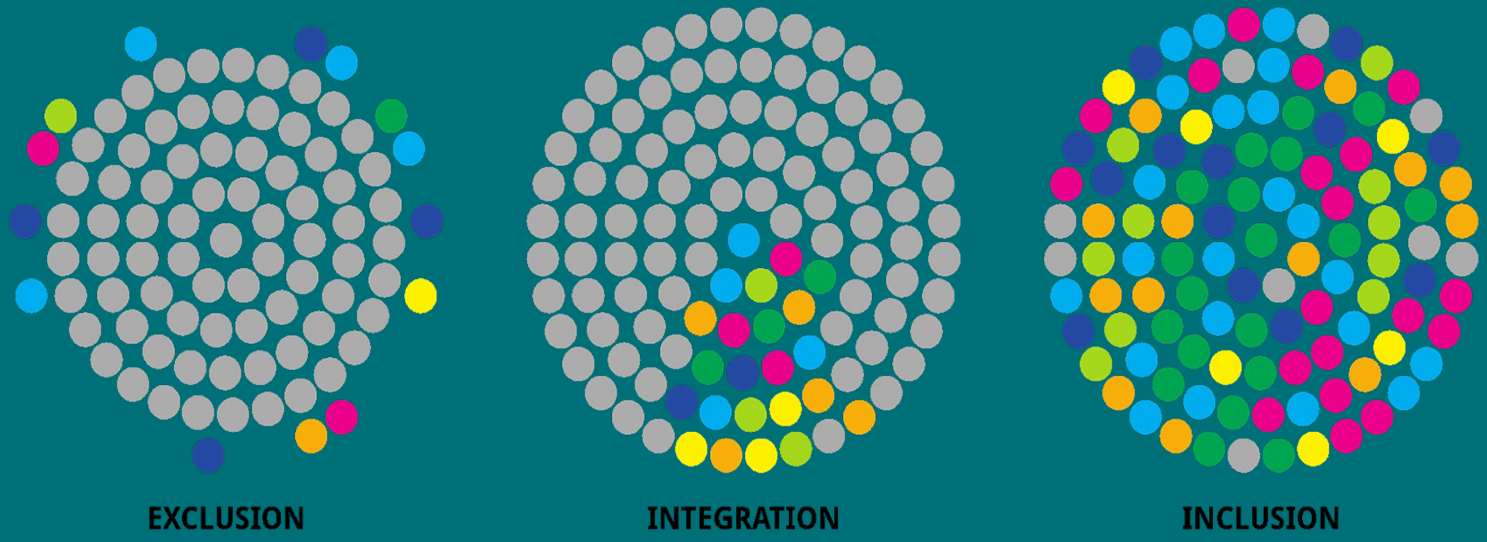
Biased Designs
Short and Tall Passengers

The opposite of othering is belonging—not ‘saming’.

Belonging is the aspiration.
Targeted universalism can point to practical steps to get there.

Targeted Universalism:

Exclusion, Integration, Inclusion, Belonging



Where do diversity, equity, inclusion, and belonging fit?

Targeted Universalism:
Equity v. Belonging

Yes, some people need more resources and different numbers of boxes will work.

But different people need different resources.

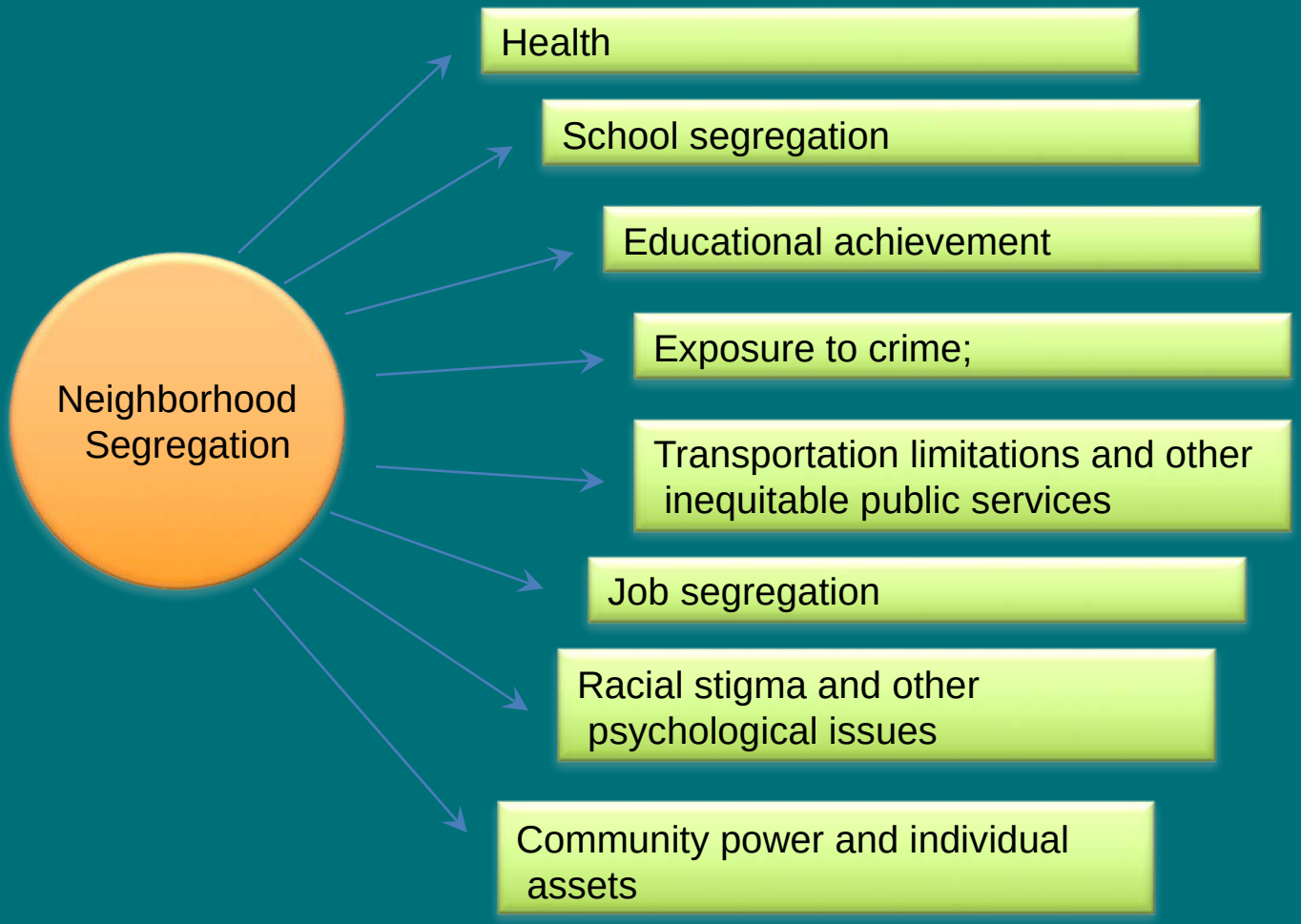
Opportunity Structures

- **Opportunity structures** are the webs of influence beyond our individual control that enhance and constrain our ability to succeed and excel
- Life changes are shaped by opportunity structures, and those structures are just as important, if not more so, than the choices that individuals make

Bad apple or rotten tree?

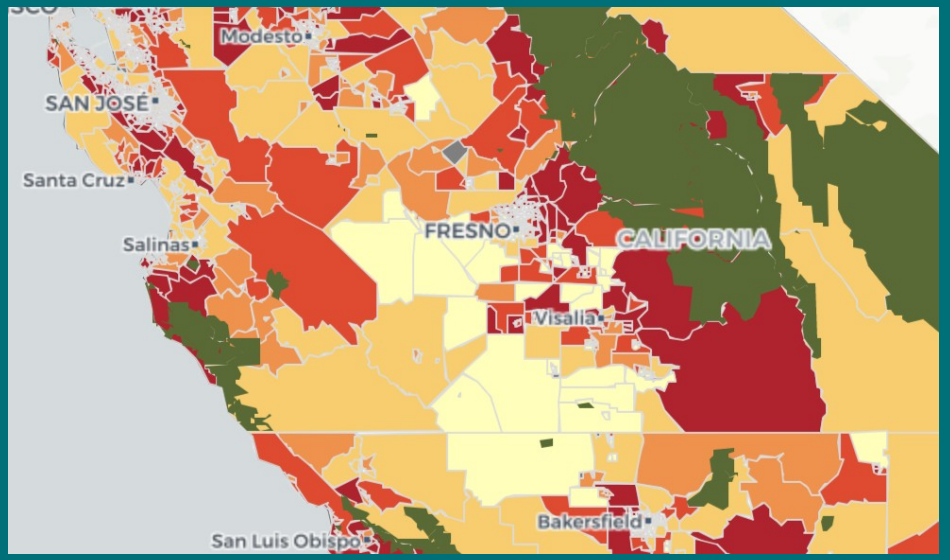
What about the soil underneath?

Spatial, Racial, and Opportunity Segregation Impact a Number of Life Opportunities

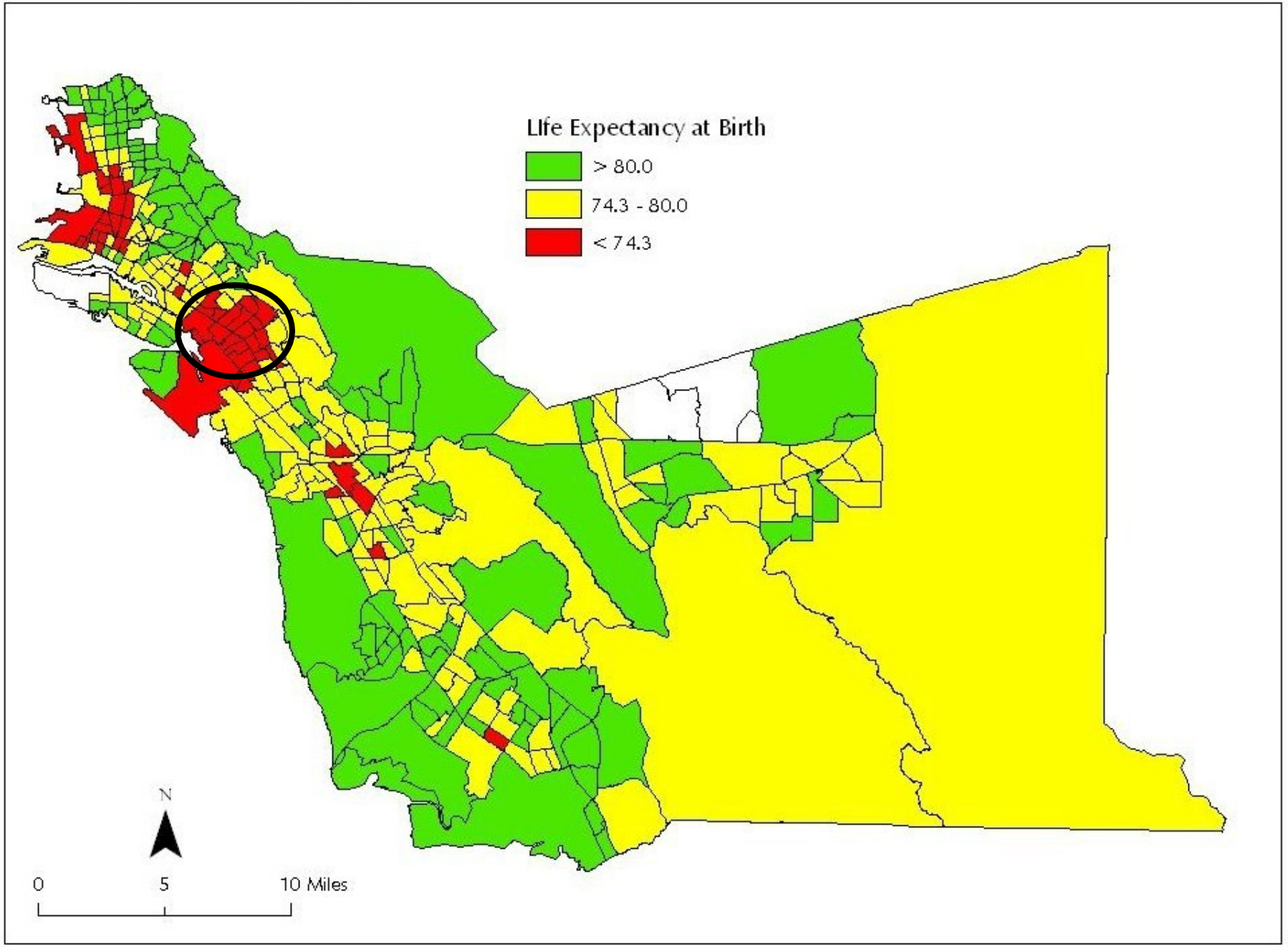


Opportunity Mapping

- Identifies indicators which are research based and represent neighborhood conditions, and develops measures which can transform data to represent opportunity
- Uses geospatial analyses and techniques to illuminate the ways in which structures and institutions promote or restrict access to opportunity based on their "situatedness."

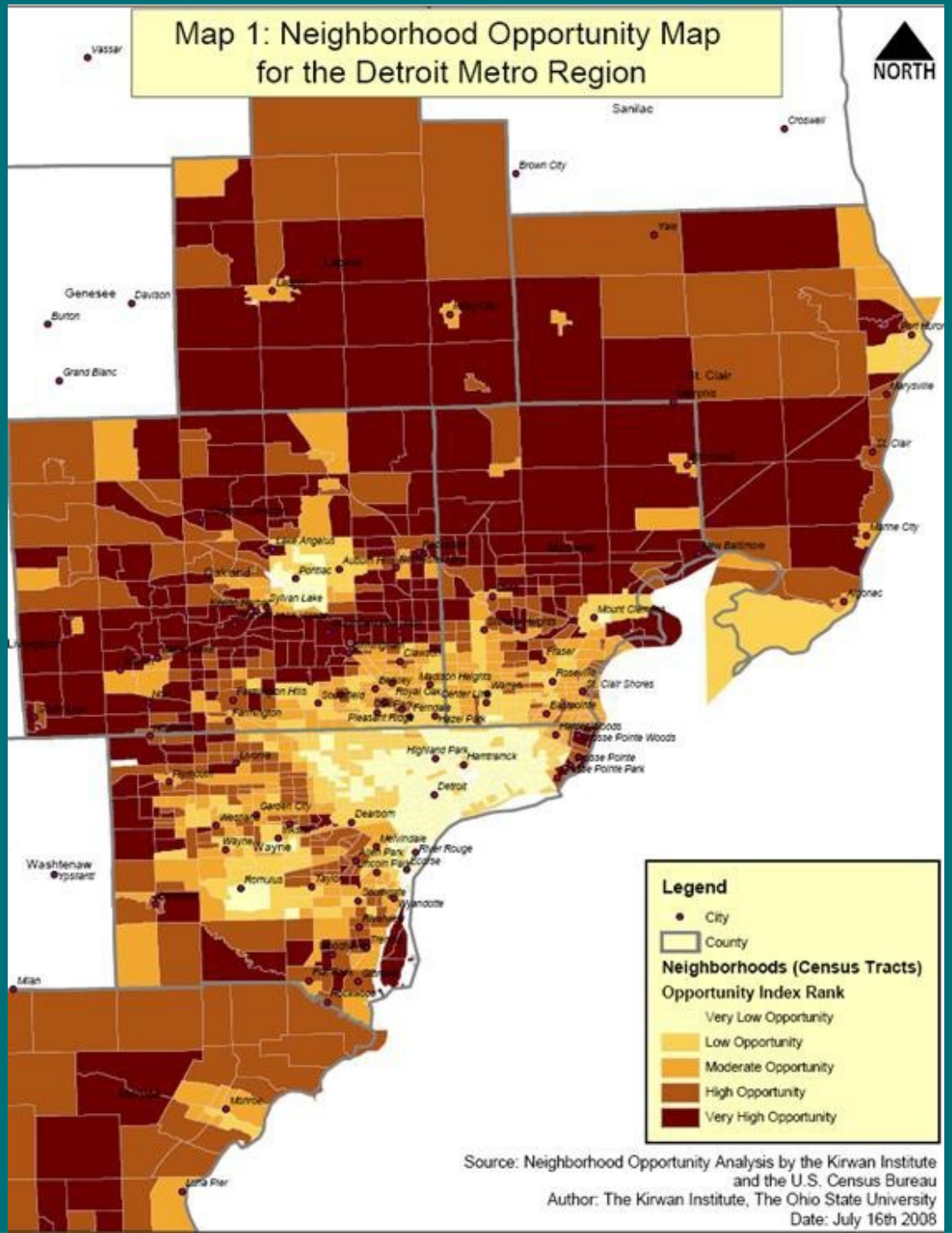


Life Expectancy by Tract

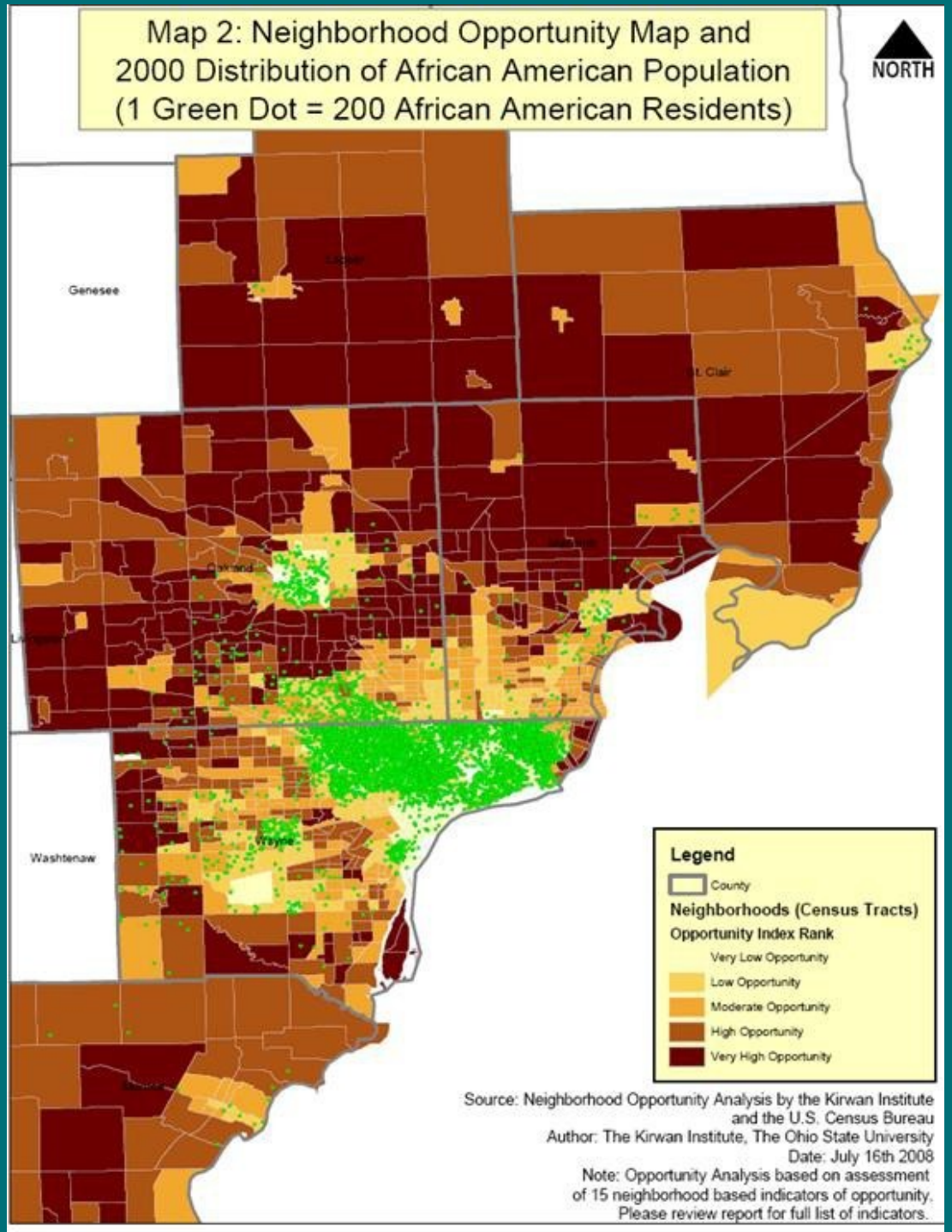


Source: CAPE, with data from vital statistics 1999-2001.

Wealth
Segregation
&
Opportunity



Spatial Racialization in SE Michigan



Targeted Universalism Mapping in Washington

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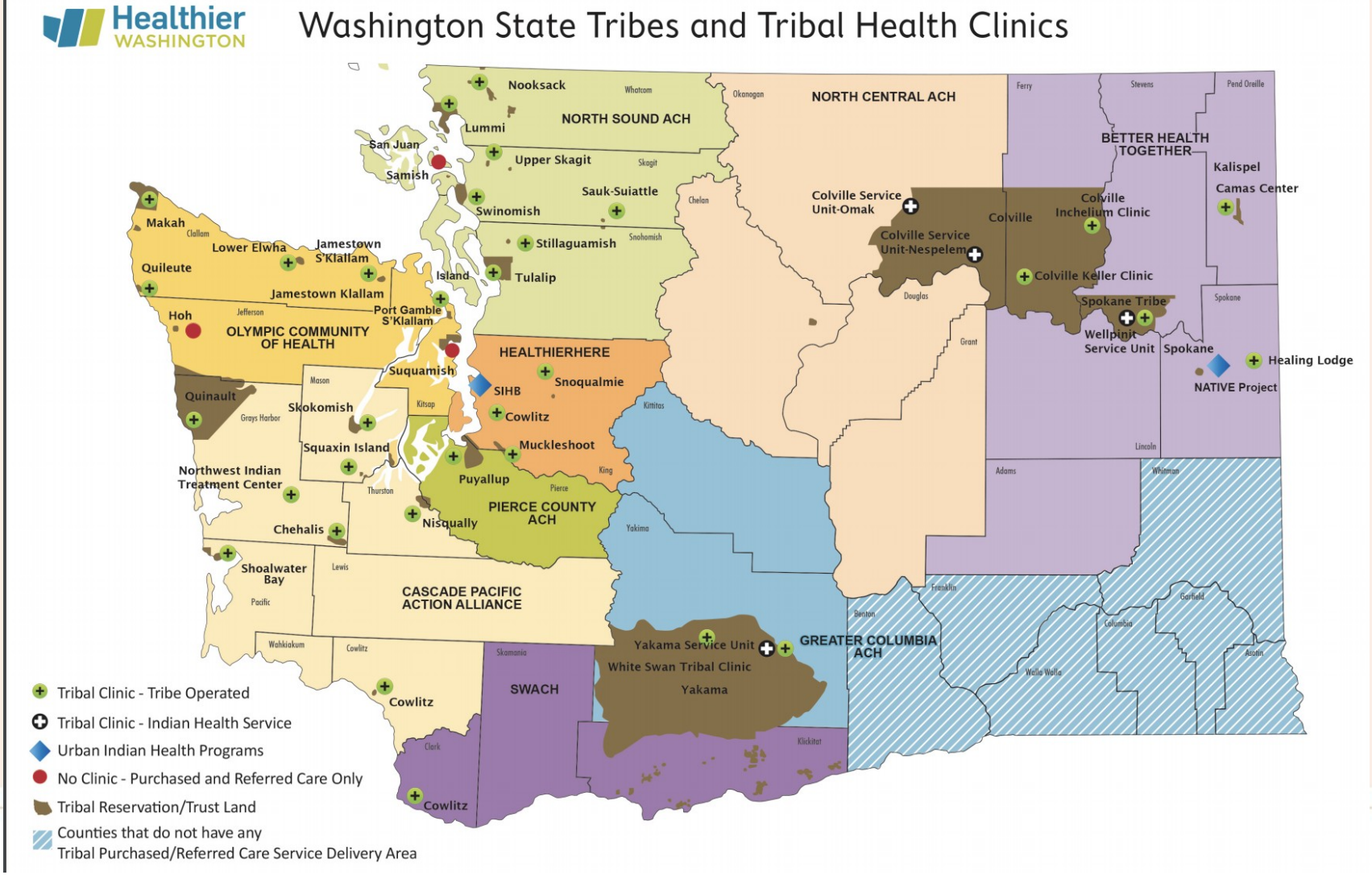

Targeted Universalism Mapping in Washington

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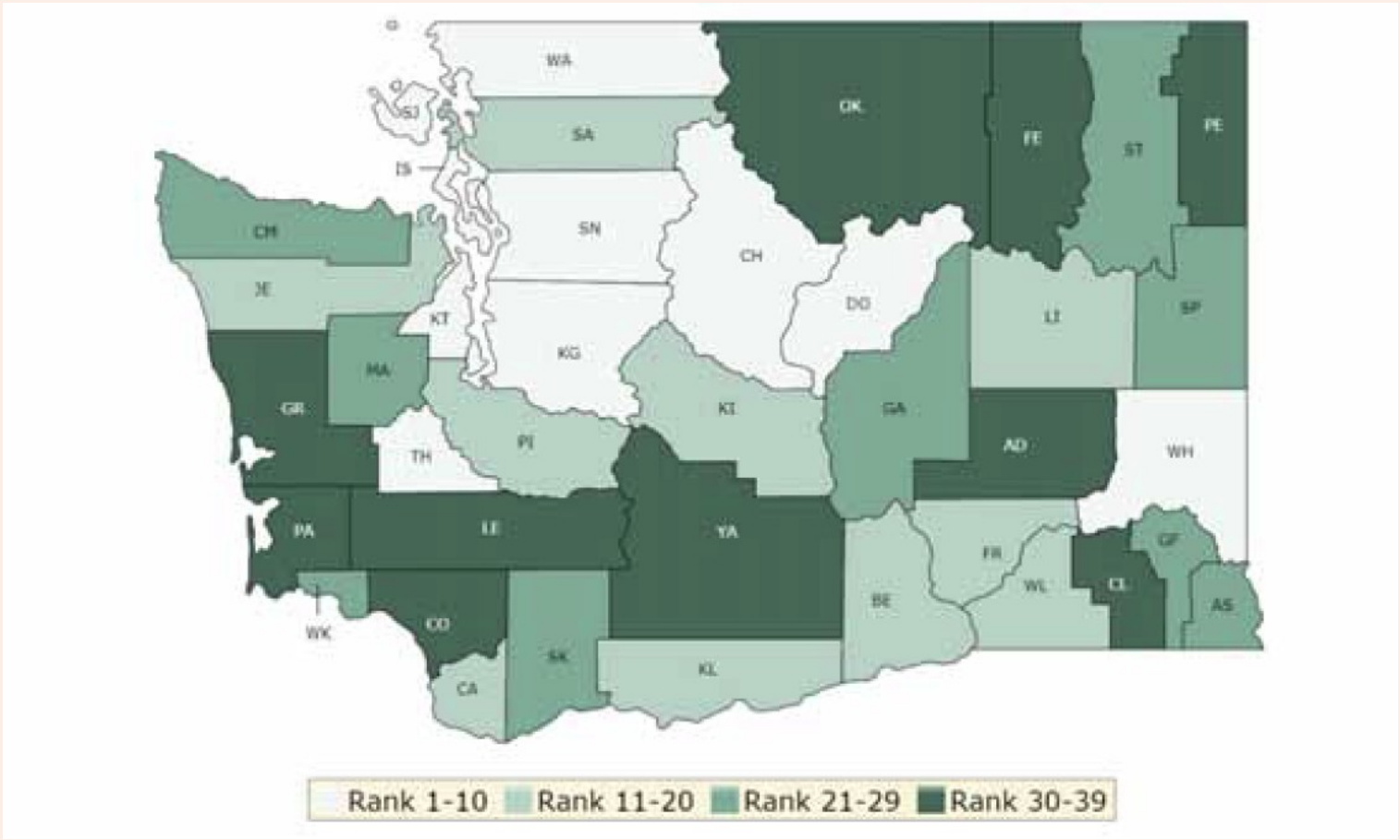

2019 County Health Rankings Report – Robert Wood Johnson Foundation

Example of Targeted Universalism

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Example of Targeted Universalism

Swinomish Indian Tribal Community:
DHAT provider Daniel Kennedy with his first patient Anthony Cladoosby.

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Example of Targeted Universalism

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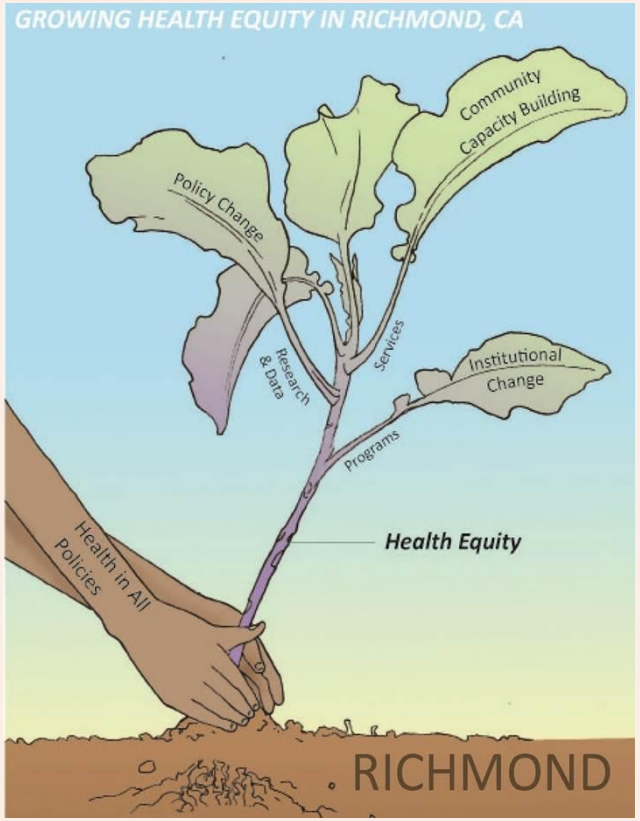
(1) Health equity entails focused societal efforts to address avoidable inequalities by equalizing the conditions for health for all groups, especially for those who have experienced socioeconomic disadvantage or historical injustices.

(a) Health starts where we live, learn, work and play, and everyday decisions within the City of Richmond can promote greater health and equity.

(b) All Richmond residents should have the opportunity to make the choices that allow them to live a long, healthy life, regardless of their job, neighborhood of residence, level of education, immigration status, sexual orientation, ethnic background or religion.

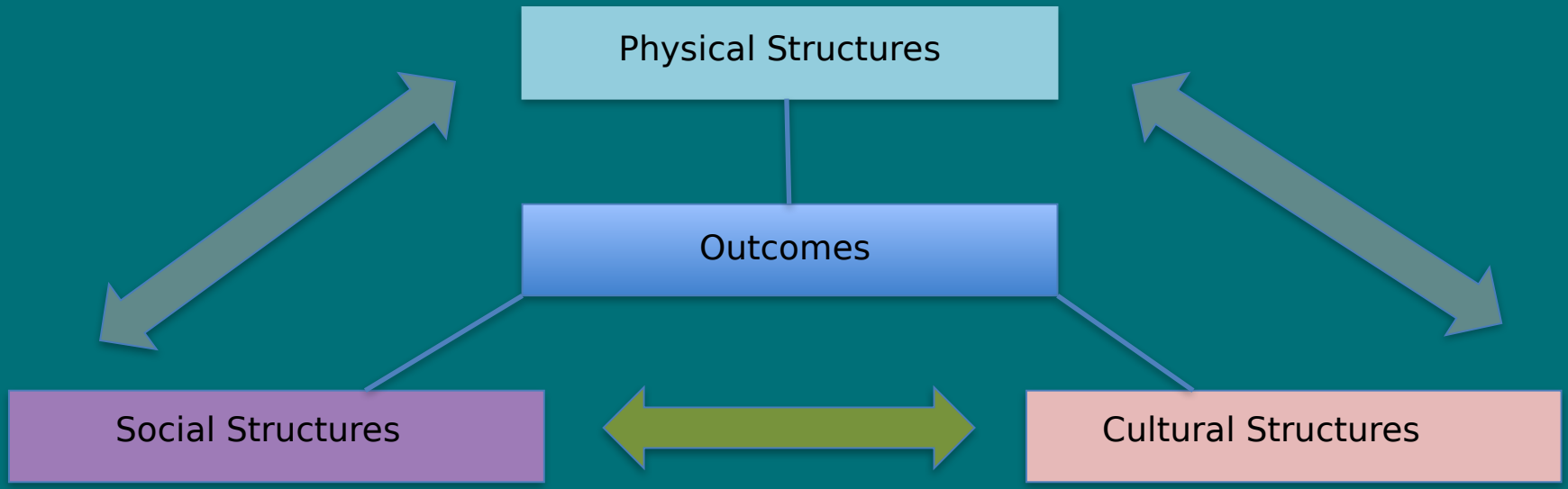
(d) In the City of Richmond, those at greatest risk for poor health outcomes are low-income residents of color, especially African Americans residents, who have a shorter life expectancy than other county residents.



Richmond's Health in All Policies ordinance

Understanding Structures as Systems

We are all situated within structures, but not evenly. Structures interact in a way that produces a differential in outcome. Structures unevenly distribute benefits and burdens to various groups. Institutions can operate jointly to produce negative outcomes.



Reconciling the gap between values and reality

Our Collective Work Must Be

Transformative

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

Power-Building

- Support Alliances
- Build Coalitions
- Broaden Stakeholders
- Build Movement

Change the Narrative

- Inspire Action
- Raise Consciousness
- Create Coherence Between Issues

low to make transformational hange?

- Transformative thinking and approaches to change should consider the structures that are creating and perpetuating disparities, and work to reform them for lasting change.
- Look at disaggregated data
- The role of leadership in effecting transformative change is crucial. Policy is important, but only one piece of the puzzle. Language and narratives matter.
- Change our view and practice of leadership from transactional to transformative.

ower Building: Developing Network artnerships

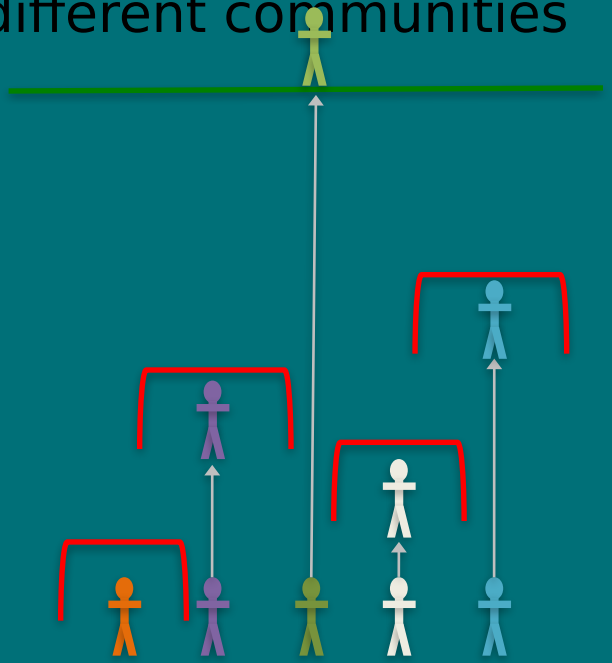
1. **Infrastructure and Structured Alliances**
   - More than a coalition, but less than an organization.
   - A shared platform or structure that holds together and has the capacity to support and link critical interdisciplinary and inter-sector relationships.

2. **Achieve Scale to Play Big**
   - Tackle big issues/game changers.
   - Alignment: Bring together advocates, researchers, organizers, and policymakers.

3. **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.

Targeted Universalism

Structural inequity produces consistently different outcomes for different communities



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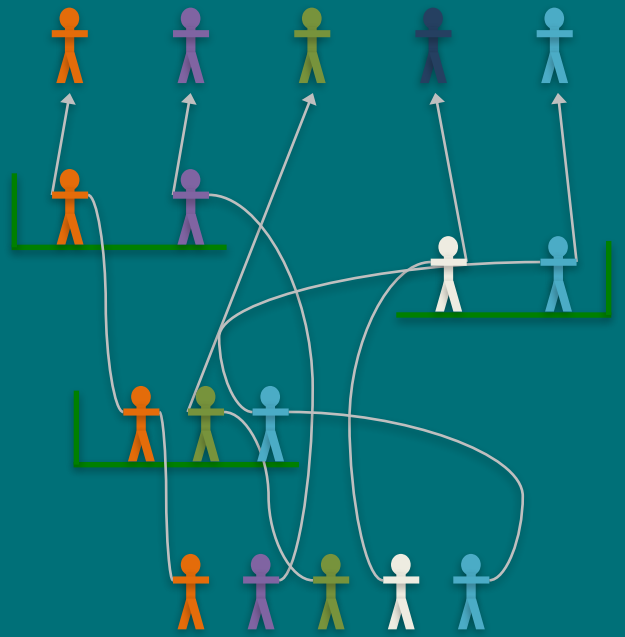
Targeted universalism responds with universal goals and targeted solutions



FAQS And General Concerns

When policies are designed in a targeted universal way, dominant groups can often interpret this as being left out. The point to make is that the dominant group is usually already accommodated. Either they have what other groups are excluded from or they were the main beneficiaries when the initial ‘universal’ policy was implemented – like the GI Bill or New Deal policies.

What does a transformative agenda look like?

Transformative change requires substantive efforts in three areas:

- Talking about race: Understanding how language and messages shape reality and the perception of reality.
- Thinking about race: Understanding how framing and priming impact information processing in both the explicit and the implicit mind.
- Acting on race: Understanding how we arrange our institutions and policies, and intervening in equitable arrangements.

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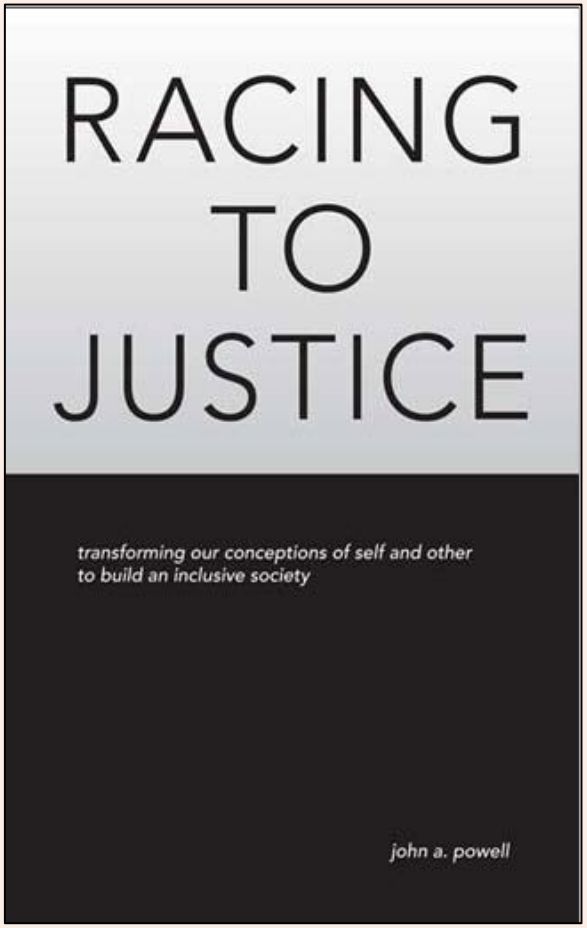

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