



# Building an Inclusive Society: Understanding our Problems and the Solutions they Require

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# Overview of Today's Workshop

1. Transactional vs. Transformative Change
2. Structural Racialization
3. Targeted Universalism

This is an interactive session, so please raise your hand if you have questions.



# Steps to create a learning community:



## 1. VOICE

Participate fully but evenly. Respect confidentiality.



## 2. EARS

Listen for deep understanding and respect.



## 3. EYES

See others' viewpoints. Use 'I' statements.



## 4. MIND

Be fully present and open to new learning.



## 5. HEART

Speak from it. Express your core values.

# Transformative vs. Transactional Change

What do you think I mean by this?

Equity efforts can be directed towards transactional or transformative change. Both are sometimes needed, but we should not confuse the two.

Transactional Change: A change *within* existing structures.

Transformative Change: A change *to* existing structures



# Examples of Transactional vs. Transformative Change



**Example 1:** Increasing the number of African-American officers on the Ferguson Police Department v. changing the training, practices, and local accountability/civilian oversight of the local police department, including curbing the use of traffic fees and fines to fund municipal services.

# Examples of Transactional vs. Transformative Change

**Example 2:** A race-conscious admissions policy that increases the number of students who are members of historically disadvantaged or under-represented groups v. a 'democratic merit' (See Guinier) admissions policy that does not rely on SAT or other traditional 'merit' criteria.



# Examples of Transactional vs. Transformative Change



**Example 3:** Increasing the number of members of a transit or health board from underserved communities v. redesigning the structure of the board to better serve those communities.

# Equity by Design

Structures are not neutral, and distribute resources as well as identity.

The Philadelphia Regional Transit Board was responsible for allocating millions of federal highway dollars, but the representation on that board was weighed against the most impoverished communities in the Philadelphia region (the city only held 2 of 15 seats). No matter how well-organized, a citizens-centered approach in the city of Philadelphia is simply inadequate to the task of either re-allocating those dollars or changing the structure of the board. White suburban enclaves held a veto over those funds.





# Equity by Design, continued...

But before we can transform structures, we need to understand the work they are doing. A focus on structures we call “equity by design.”

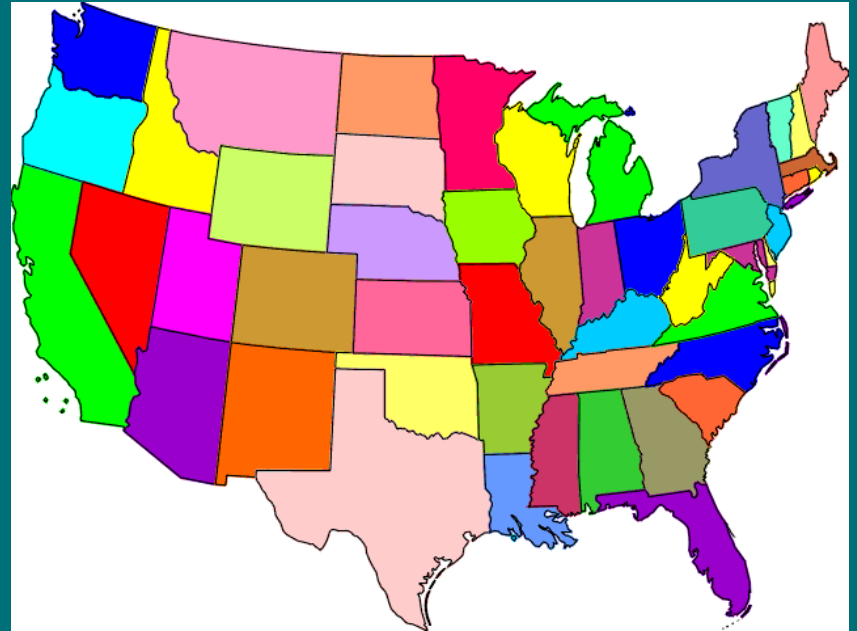
At the national level, the Electoral College serves as a mechanism, historically and at present, for giving undue weight to less populous states and marginalizing minorities.

The Electoral College was designed to preserve the voting power of white planter elites in southern states with smaller white and voting populations.

Its effect today is evident in elections such as the 2000 Presidential election between Bush and Gore, where Gore won the popular vote but lost the Electoral College, and Trump v. Clinton.

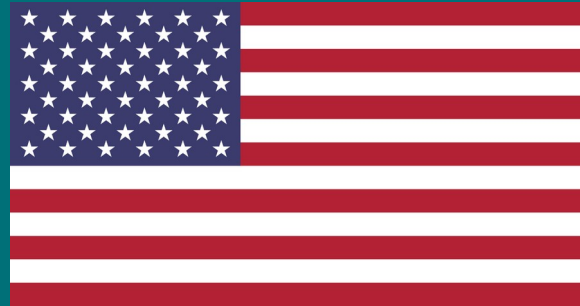
# Equity by Design: Canada vs. the U.S.

The U.S. is more geographically and politically divided than Canada. While Canada has 10 Provinces and 3 Territories, the U.S. has 56 political divisions (50 States, 1 Federal District, and 5 major overseas territories.)



# Equity by Design: Canada vs. the U.S.

French and English are the official languages in Canada. In the U.S., English is the only official language, despite the fact that government programs are available in Spanish due to our large Hispanic population.



The U.S. still sees its non-English speaking citizens as “others.” By refusing to recognize any other language as an official language, the U.S. sends a clear message about what it means to be an American and belong in the U.S.

What are examples of structural or institutional arrangements that shape equity outcomes?

# Structures and Institutions



EDUCATION



ECONOMY



TRANSPORTATI  
ON



FOOD



HOUSING



HEALTHCARE



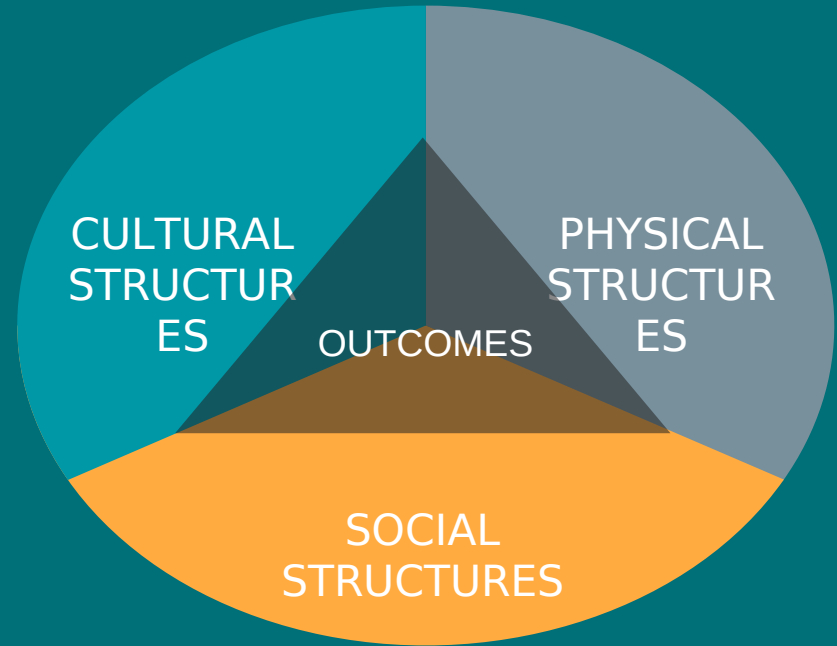
JUSTICE



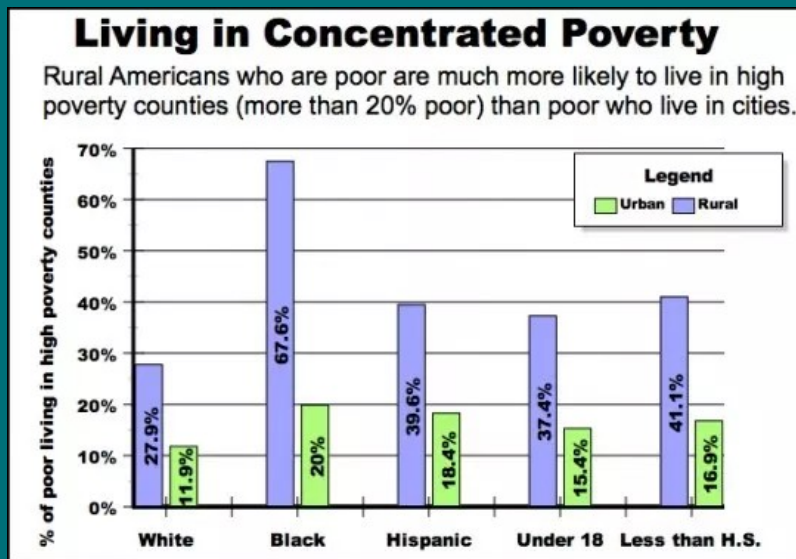
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# Structures and Systems

- We are all situated within structures—cultural, physical, and social.
- These structures interact in ways that produce a differential in outcomes.
- Understanding structures as systems requires looking for patterns and relationships.
- Systems thinking also necessitates focusing on outcomes rather than intents or inputs.



# Equity By Design: Shaping Outcomes



We generally pay too much attention to transactional solutions, and not enough to the role that structures play in shaping outcomes.

Key structural forces that shape racialized outcomes today include:

- 1) Racial and economic segregation
- 2) Concentrated poverty
- 3) Jurisdictional fragmentation and the linkage between tax base capacity and services (including education)

# Structural Racialization: Mechanisms of Marginalization

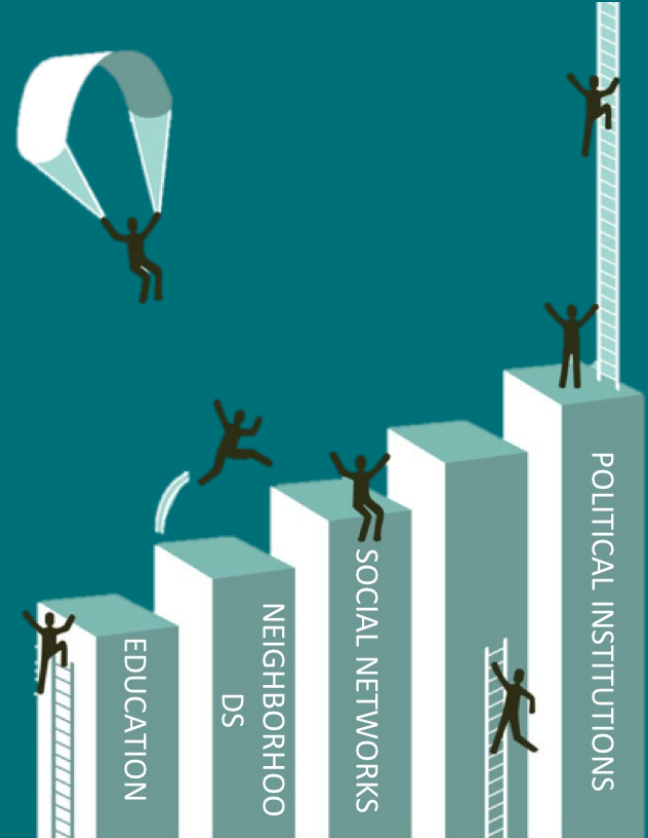


- There are similar mechanisms of marginalization within structures that work across social groups (women, immigrants, blacks, people with disabilities, Native Americans)
- However, these social groups are not uniformly positioned in structures



# Structural Racialization: A Working Definition

- **Structural racialization** is when systems and processes produce and reproduce unequal outcomes along racial lines with or without intent
- It is a relational process (i.e. groups are racialized in relation to other groups)
- To go beyond the “Black-White” binary, we need to look at the “field of racial positions” (Kim 1999) that includes the public representation and groups relative positioning

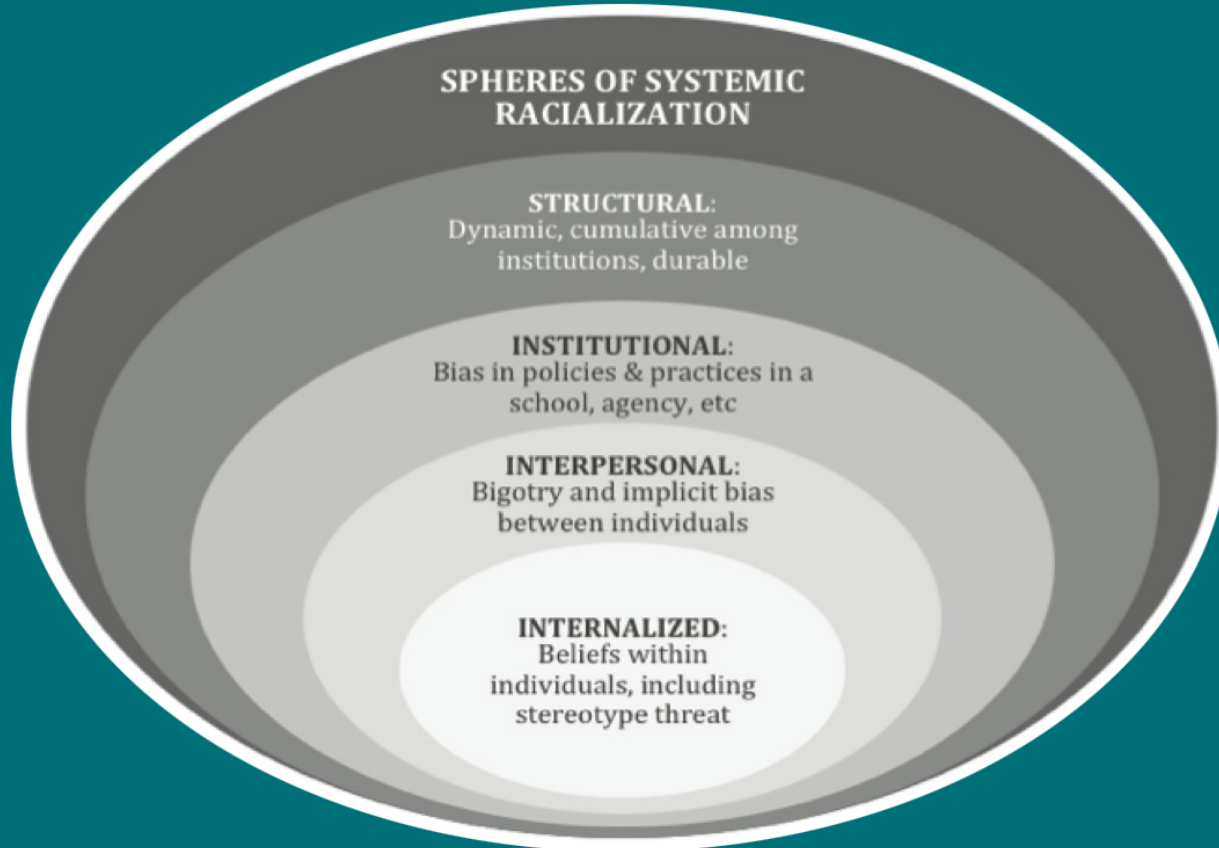


# Structural Racialization: Difference and Inequity



- An individual's particular "co-formation" of race, ethnicity, gender, sexuality, class, language, religion, citizenship status, able-bodiedness, and geographic location marks how they are positioned in these structures as well as in concepts and stories
- We can always refer to structural marginalizations along multiple axes of difference (i.e. structural gender marginalization)

# Structural Racialization: Spheres of Systemic Racialization



# Structural Racialization: Spheres of Systemic Racialization



1. Not dependent on individual racialization
1. Beyond the practices and procedures within any one institution
1. Way in which various institutions **interact** and **arrange** themselves
1. Produces **predictable** unjust outcomes that are cumulative

# Moving Forward: Structural Inclusion



## SEPARATION

Stairs do not work for people in wheelchairs.



## PERMEABLE

Steps advantage some and disadvantage others.



## CONNECTION

Acknowledging different groups' needs results in unexpected benefits for the whole community.

We need to create structures and policies that bridge instead of break.

What are structural racialization interventions we can adopt at the local, state and federal levels?

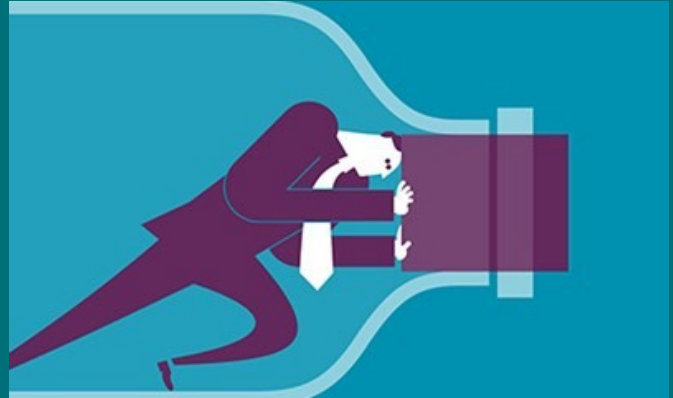
# Designing Opportunity Structures

Opportunity Structures Can be Re-Structured

Opportunity Bottlenecks (Fishkin): How do we help people through and around influential opportunity bottlenecks.

Opportunity Pluralism: How do we create multiple and diverse pathways of opportunity?

Targeted Universalism







# Targeted Universalism: Equity 2.0

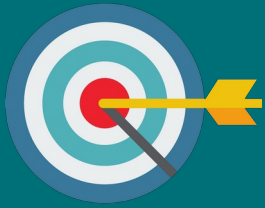
- ▶ Targeted Universalism is an equity policy framework. It is not a policy, nor is it a strategy to achieve a particular policy. Rather, it is a process by which equity strategies – and policies - may be derived.
- ▶ It is a commitment to ***process*** and equity ***outcomes*** over particular policies.
- ▶ Targeted Universalism is an alternative to either universal or targeted strategies with the potential to bridge our most intransigent policy divisions.

# Defining Universalism

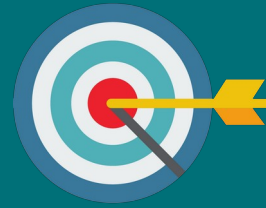
Universal policies are those that aspire to serve everyone without regard to group membership, status or income. They establish a goal or uniform set of benefits or minimum protection.

For example, national universal health care policies, such as single-payer systems, are those that establish a goal that there are no qualifying standards that must be met to receive care. They provide a uniform floor of benefits for all regardless of group membership or other differences among individuals, including sexual orientation.



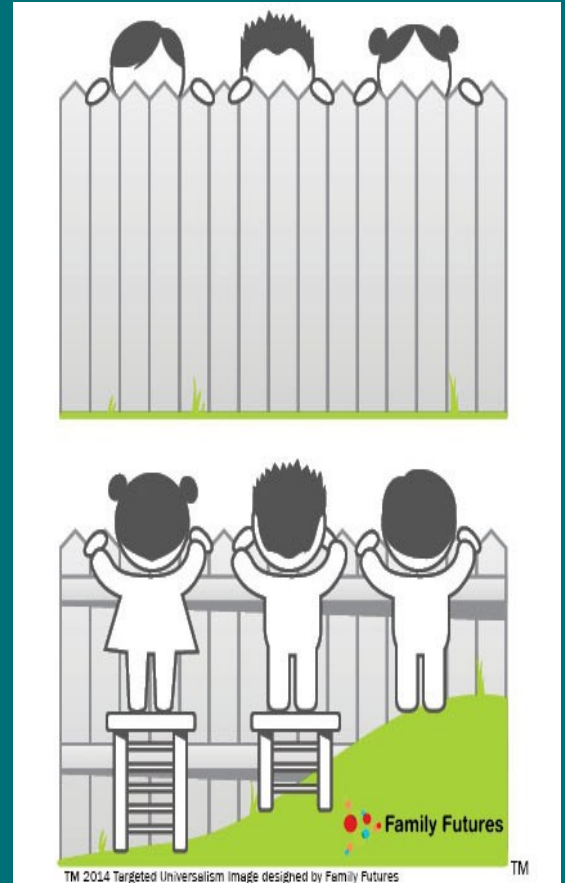
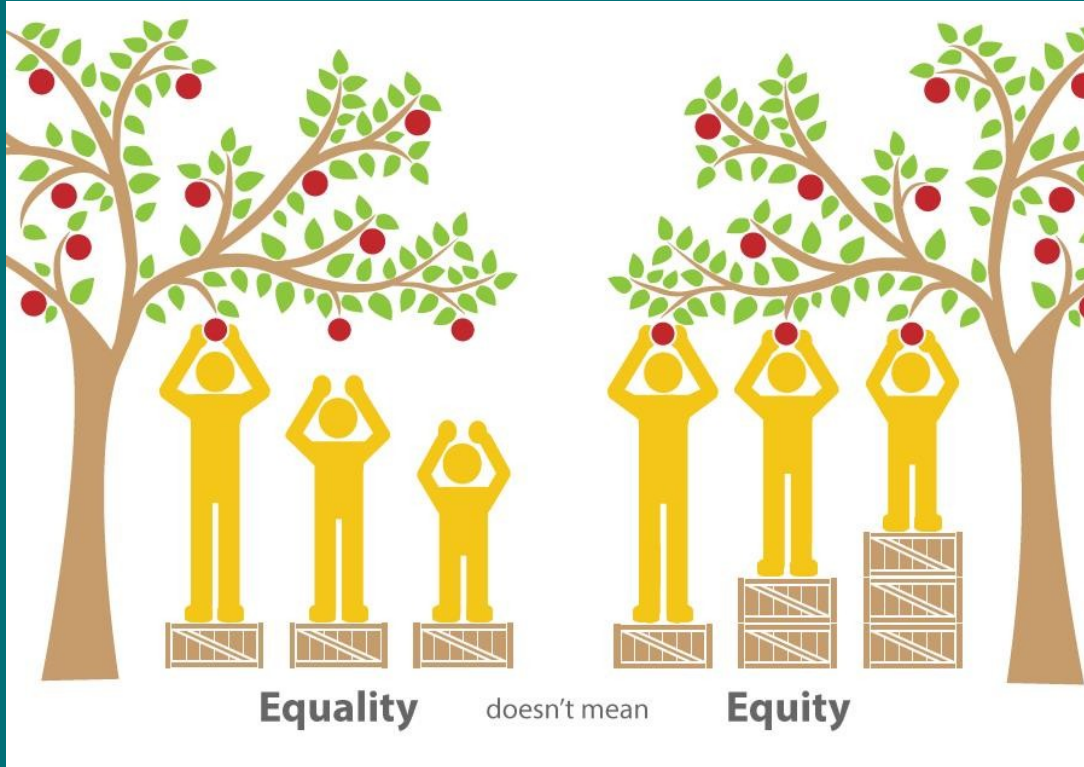


# Defining Targeting



Targeted policies single out specific populations or make provisions for selected groups. Benefits or protections based on targeted policies depend on group membership or another categorical basis of eligibility. In this respect, they neither set nor pursue a universal goal, at least not explicitly. Rather, the goal is tailored to the needs of the people it aims to serve.

- ▶ Examples of targeted policies include the Americans with Disabilities Act, which requires not only equal treatment, but also special accommodations for persons with disabilities, including the provision of ADA accessible easements, entrances, and seating.
- ▶ Similarly, any social provision that conditions benefits on income or other requirements are targeted, rather than universal. E.g. UBI v. Negative Income Tax, or SNAP v. Single-Payer.



# Targeted Universalism: Five Steps

Establish a universal goal based upon recognition of a broadly shared problem.

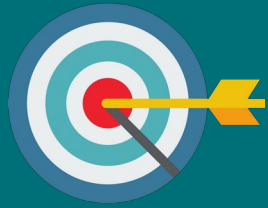
Assess the general population performance relative to the universal goal.

Identify groups & places that are performing differently with respect to the goal and the overall population.

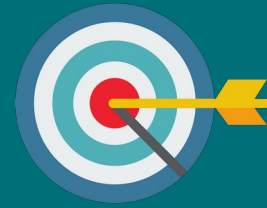
Assess and understand the structures that support or impede each group or community from achieving the universal goal

Develop and implement targeted strategies for each group to reach the universal goal.





## Targeting Within T/U



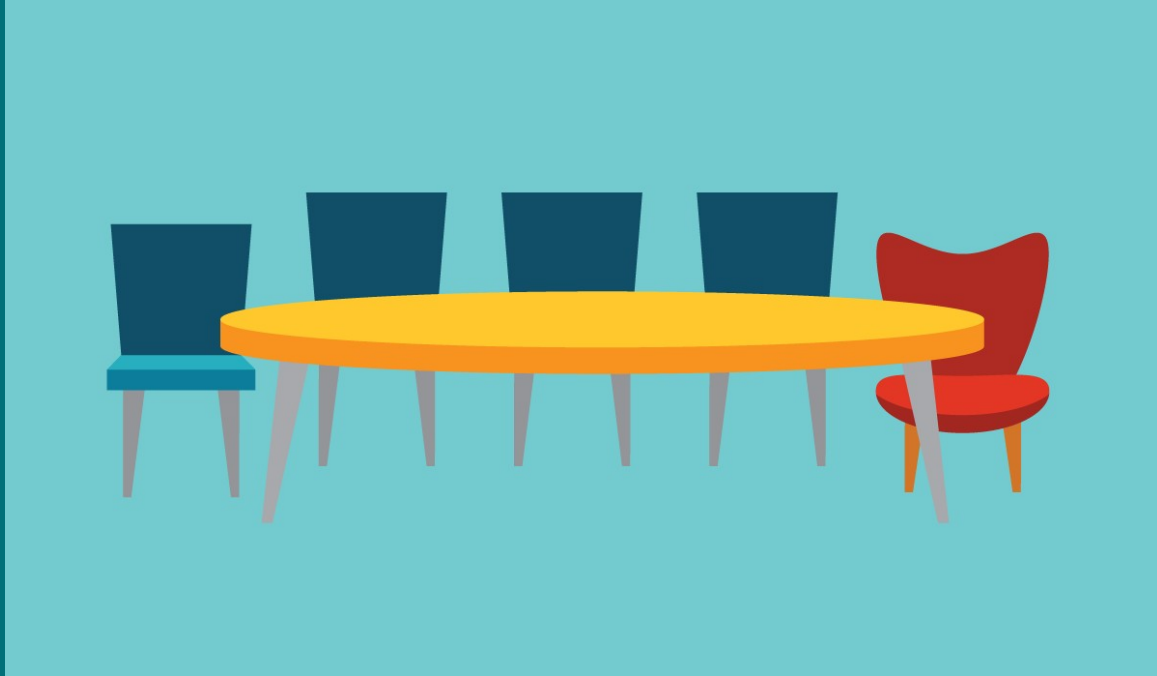
- ▶ The targeting with a targeted universalism framework can sometimes target people or groups, but more often targets institutions and structures.
- ▶ For example, Vision for Baltimore was a program launched by the Health Department based on a recognition that more than 15,000 primarily and secondary school children needed glasses, but did not have them.
- ▶ But just as often, it targets infrastructure – such as in Flint or the 2003 Austin Parks Plan, which assessed recreational service delivery using GIS mapping.

# What level does your TU goal address?



	PROBLEM	POSSIBLE INTERVENTION
INDIVIDUAL	Individuals sign loan documents that they don't understand	Borrower education
INSTITUTIONAL	A particular bank won't make loans in historically redlined neighborhoods	Organize local, regional or state action, file a lawsuit, etc. to force that particular bank to change its lending practices
STRUCTURAL	All of the major lenders in the area have stopped giving loans or will only give subprime loans in historically redlined neighborhoods	Collaborate with national alliances working to increase and enforce fair lending practices, community reinvestment act, etc. through community organizing and advocacy at the state and national level
GLOBAL	Loans are no longer held by local or even national banks, but are owned by foreign governments	Work with national and transnational organizations to increase regulation of multinational corporations, and reduce regulation of transnational population migration

# Who Needs a Seat at the Table?





# Who Needs a Seat at the Table?

To assess and develop T/U strategies, you need to bring together.....

Experts with a strong understanding of the problem or issue.

Those most affected by the problem, or who would benefit from change strategies.

Those implementing the intervention/project.

Those evaluating and measuring impact.



# Belonging and Race

Structural interventions alone do not help change dominant conversations that racialize.

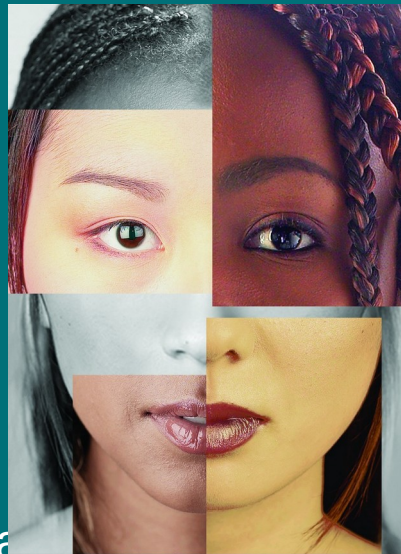
How we *talk* about race matters

- Need to create an **empathetic space**

What work are the structures *doing*?

- Importance of understanding at the **macro-level**, **relationality**, and **leverage points**

Beyond structural safeguards, we need a vision of society that includes new identities and narratives that inoculate societies from demagoguery and demonization of the “other” while improving the well-being of everyone.



# Belonging and Creating a Beloved Community



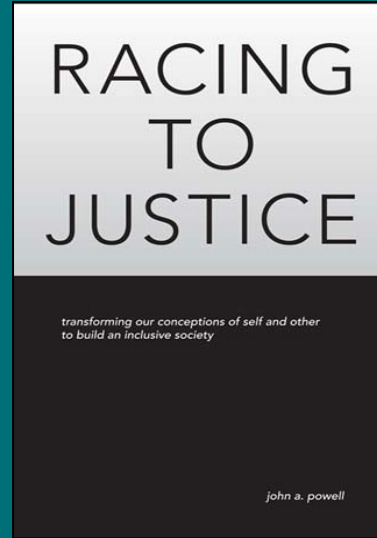
Thinking of spirituality through the creation of Martin Luther King, Jr.'s beloved community

- Global vision in which all people can share the wealth of the earth. It is a community where all the ills that currently exist in our society will no longer be tolerated
- Hatred and prejudice will be replaced with a willingness to transcend differences and work together in the spirit of cooperation and compassion

# Creating a Beloved Community, continued...

- Justice as the public face of love: recognizing our shared humanity/inner being. We are profoundly related
- If we are to have any kind of peace or happiness on a sustainable and collective level, we must recognize the connections that exist among us and then organize around it





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