

# TARGETED & UNIVERSAL

Strategies Achieve Better and More Equitable Results Results Count™

THE ANNIE E. CASEY FOUNDATION

1

## THE IMPERATIVE TO CLOSE EQUITY GAPS

The work of leaders is to commit to making powerful, aligned contributions that improve results for everyone in a whole population (e.g., all children are prepared for school). Because all really means all, this commitment requires leaders to disaggregate trend data to ascertain where disparities lie and conduct a deep analysis of the root causes of those disparities to ensure strategies are both improving results for their entire population AND closing equity gaps for subpopulations. This is imperative given the inequitable distribution of opportunity and the persistence of disparities by race, ethnicity, gender and other differences.

2

## THE CHALLENGE OF MENTAL MODELS AND IMPLICIT BIASES

Many leaders, however, develop results plans designed to improve an average trend line, which inadvertently reinforces or even worsens disparities. Or leaders develop targeted strategies unduly influenced by their own mental models and/or implicit biases about the root causes of disparities. These dynamics are exacerbated by the discomfort people feel when discussing issues of power, race, class, gender and other differences. Implicit biases are difficult to surface and painful to confront.

The good news is that leaders who engage in the discomfort of revealing mental models and the hard work of bringing implicit biases to light can create intentional approaches to address them\* and develop results action plans containing both universal and targeted strategies explicitly intended to achieve better *and* more equitable results. This requires being results oriented and data driven and recognizing and addressing disparities and the inequitable distribution of opportunity at the same time.

3

## THE 7 STEPS FOR ADVANCING RACIAL EQUITY AND THE RESULTS ACTION PLAN

One tool for using these approaches in tandem is to cross-walk the elements of a results accountability action plan and the seven steps for advancing racial equity and inclusion outlined by the Annie E. Casey Foundation. This tool ensures that results accountability action plans are robust and focused enough to close equity gaps.




### ELEMENTS OF A RESULTS ACTION PLAN

- Whole Population
- Partners
- Result
- Program Population
- Indicators
- Program Result
- Story Behind the Data
- Performance Measures
- Population Strategies

# 4

## EFFECTIVE QUESTIONS TO HELP DEVELOP A RESULTS ACTION PLAN WITH TARGETED AND UNIVERSAL STRATEGIES

Below are a series of effective questions leaders can use to ensure their results accountability action plans are addressing racial equity:

ACTION STEP	WHICH ELEMENT OF A RESULTS ACCOUNTABILITY ACTION PLAN DOES THIS APPLY TO?	EFFECTIVE QUESTIONS
 <p><b>STEP 1</b> establishing an understanding of race equity and inclusion principle</p>	Establishing a Whole Population Results Statement	How does our results statement demonstrate a commitment to racial equity?
 <p><b>STEP 2</b> engaging affected populations and stakeholders</p>	Story Behind the Data Population Strategies Partners	In what ways are stakeholders most affected by the issue involved in addressing it? How can engagement of partners be inclusive, representative and authentic? How can diverse communities be engaged early so they have a real opportunity to shape solutions and strategies?
 <p><b>STEP 3</b> gathering and analyzing disaggregated data</p>	Factor Analysis	To what extent is disaggregated data gathered and analyzed? What and whose mental models are the data and outcomes being interpreted through? How might implicit bias be affecting your analysis? What additional data do you need to make decisions?
 <p><b>STEP 4</b> conducting root causes of inequities/systems analysis</p>	Factor Analysis	What is the story behind the data? How do systems contribute to racial inequities and create barriers to equitable opportunities? Who is burdened most and who benefits most? What are the key causes or contributing factors?
 <p><b>STEP 5</b> identifying strategies and target resources to address root causes of inequities</p>	Population-Level Strategies Program-Level Strategies	Does the strategy worsen or ignore existing disparities? Do you have the right mix of targeted and universal interventions and strategies to reduce racial disparities? How can those most adversely affected by the problem be involved in solving it?
 <p><b>STEP 6</b> conducting race equity impact analysis for all policies and decision making</p>	Population-Level Strategies Program-Level Strategies	Are all racial and ethnic groups that are affected by the policy, practice or decision at the table? How will the proposed policies, practices or interventions that comprise the strategy affect each group? Does the strategy worsen or ignore existing disparities?
 <p><b>STEP 7</b> continuously evaluating effectiveness and adapting strategies</p>	Indicators Performance Measures	What data will you use to measure success? To what extent are your strategies accomplishing your racial equity goals? What do your performance data tell you about what is working or not? What was the intent of the original plan? What was the actual impact? What unintended impact (positive or negative) has occurred?