Goals and objectives are both well-established means of pushing forward projects, however, without including components that specifically name equity and inclusion those same goals and objectives can perpetuate inequitable outcomes and disparities among marginalized communities. With this in mind, the Governor's Office of Equity's Illinois Towards Equity Toolkit has adapted The Management Center's SMARTIE Goals framework[1] as a means for helping state agencies embed inclusion and equity into every element of their DEIA Action Plans.

Strategic: Embodies and furthers a strategic goal that the agency's DEIA plan aims to achieve

Measurable: Applies readily understood and well-established methods for indicating whether a goal or objective is completed.

Ambitious: Challenging enough so that completing the goal or objective also results in notable progress for the agency.

Realistic: **a)** Considers current availability and needed allocation of key resources (funds, staffing, time, etc.), the feasibility of securing additional resources, and impact of environmental factors (e.g., the demands of legislative sessions, world events requiring agency response etc.),
b) Is able to measure progress using readily available methods, and c) is ultimately worth the investment of limited resources (time, energy, funds, etc.) to pursue given all these elements.

Time-bound: Uses a well-established and easily understandable deadline for inclusion in assessing whether the goal or objective is completed. May also include a series of easily understood and well-established checkpoints to mark progress towards completion.

Inclusive: Actively includes historically marginalized peoples, identities, and communities in the creation, tracking, and reporting for goals and objectives in ways that share power.

Equitable: Actively works to address the persisting roots and compounding practices that maintain systemic inequality, oppression, inequity, and injustice and limit accessibility.

The SMARTIE Goal framework embeds equity and inclusion into the widely used SMART goal creation process to help ensure that an organization's work explicitly incorporates equity and inclusion into projects and planning through employing tangible and actionable steps.

SMART GOAL/OBJECTIVE - EXAMPLE	SMARTIE GOAL/OBJECTIVE - EXAMPLE

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[1] "SMARTIE Goals worksheet", The Management Center, https://www.managementcenter.org/resources/smartie-goals-worksheet/

Notes on Power:

There are different forms of power that behave and interact with each other in different ways to create and/or sustain individual group barriers and inequities. The Ecosystems of Power model highlight the various forms of power held by individuals and group [2] [3].

Defining the different forms of power[3]:

- **Economic power**: Having the ability to control or influence the behavior of others through the use of economic resources.
- **Environmental power** is physical spaces, office buildings, homes, retail spaces, natural eco-systems:
- **Educational power** is the relationship between educational institutions at all levels and the reinforcing messages delivered through, curricula, educational bias, and instructor bias in shaping student worldview. What is included and/or excluded as acceptable pedagogy has an enormous effect and influence on shaping opinions and deciding what should be viewed as valid and credible.
- **Political and Legislative power** is the ability to control the behavior of people and/or influence the outcome of events.
- **Legal and Judicial power**: the relationship between branches of the legal system (i.e., law enforcement, municipal, state, and federal branches of government or courts):
- **Cultural power**: the ability to shape messages, values, and social norms.
- **Individual Power:** an individual's personal view of their individual commitment and accomplishments to earned access.

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[2] https://www.ncrp.org/publication/responsive-philanthropy-february-2019/how-to-think-about-power-especially-if-you-have-some

[3] Illinois Department of Human Rights Institute for Training and Development "An Introduction to Diversity, Equity, and Inclusion for all State Employees" participant guide.

Creating your SMARTIE (Goals / Objectives) – Draft Worksheet

STEP 1:

Write a 1st draft of your SMARTIE Goal or Objective below:

_____

_____

_____

STEP 2:

Review your first draft using the checklist on the next page to work through each part of

S.M.A.R.T.I.E.

STEP 3:

Rewrite your SMARTIE Goal or Objective below after working through the checklist:

_____

_____

_____

Creating Your SMARTIE (Goals / Objectives) Checklist

Strategic: Which strategic dimension of your agency's DEIA Action Plan does your goal/objective help achieve?	
Measurable: What process metric will you use to show the "short-term" (? to ?) result, or what is produced by completing your goal/objective?	
Measurable: What output metric will you use to show the "short-term" (? to ?) result, or what is produced by completing your goal/objective?	
Measurable: What outcome metric will you use to show your goal's "medium-term" (? to ?) intended impact, or what is achieved through completing your goal/ objective?	
Ambitious: What significant progress or "stretch" will happen by completing this goal / objective?	
Realistic **C**an you currently access all the resources you will need to complete this goal/objective?	[ ] Yes No [ ]
Realistic: How likely is accessing additional resources in the future if they are needed?	Not likely [ ] less likely [ ] somewhat likely [ ] very likely [ ]
Realistic: What environmental or seasonal factors will impact your goal / objective?	
Time-bound:	My goals between _____ (mm/dd/yyyy) (start date) and _____ (mm/dd/yyyy) (end date) are to achieve this strategic & ambitious goal/objective.
Inclusive & Equitable: What unintentional consequences, unequal impacts or limits to accessibility could your goal/objective have on marginalized communities?	
Inclusive & Equitable: How can you change your goal/objective to eliminate these consequences for marginalized communities?	
Inclusive & Equitable: Where the stakeholders and/or peoples that will impacted by your goal/objective involved in the development process?	[ ] Yes No [ ]
Inclusive & Equitable: What concrete steps will you take to directly involve the impacted stakeholders and/or peoples throughout the creating, implementation, evaluation, and updating of your goal/objective?	

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