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**Executive Summary of Research Report
Racial Disproportionality in the Child Welfare System
in King County, Washington**

In Spring 2004, King County Superior Court Judge Patricia Clark, DCFS Regional Administrator Jacquelyn Bachman, and Lynne Legers of Casey Family Programs convened a broad-based coalition committed to understanding and taking action to address the racial inequities in the King County child welfare system. The Coalition enlisted Wanda Hackett Enterprises as the principal investigator and the University of Washington, Northwest Institute for Children and Families to conduct research to identify:

1. where disproportionality exists and to what extent and
2. factors that contribute to racial disproportionality.

In the first research phase, King County quantitative child welfare data was analyzed at thirteen decision points in the child welfare system from referrals accepted for CPS investigation, to the ways in which children leave the system and data on re-entry into care.

In the second qualitative research phase, six decision points were selected for the more in-depth study:

- Reporting
- Intake and investigation
- Reunification efforts/services
- Placement
- Dependency and termination of parental rights
- Pathways for exiting the system

Focus groups were shown the data and asked what they thought were possible reasons underpinning the disproportionality. Data was analyzed from 16 focus groups involving 90 participants. The focus group respondents provided a wide variety of perspectives and included youth who have been in foster care, fathers, foster parents, kinship care providers, representatives of the courts and legal system, social workers and mandated CPS reporters from medical, mental health, public health, and school settings.

What the King County Data Showed

Children of color constitute one-third of the King County child population, but make up more than one half of all children currently in foster care in King County. Looking more closely at the data it is clear that African American and Native American families are the most significantly impacted. African American and Native American children are over-represented at nearly every decision point in the child welfare system.

- The racial disparity grows the longer these children stay in the system. African American and Native American children together make up:
 - o 8 percent of the child population in King County
 - o 25 percent of the children involved in referrals accepted for investigation
 - o 33 percent of all children removed from their homes and placed in care
 - o 50 percent of the children still in out-of-home care four years after placement

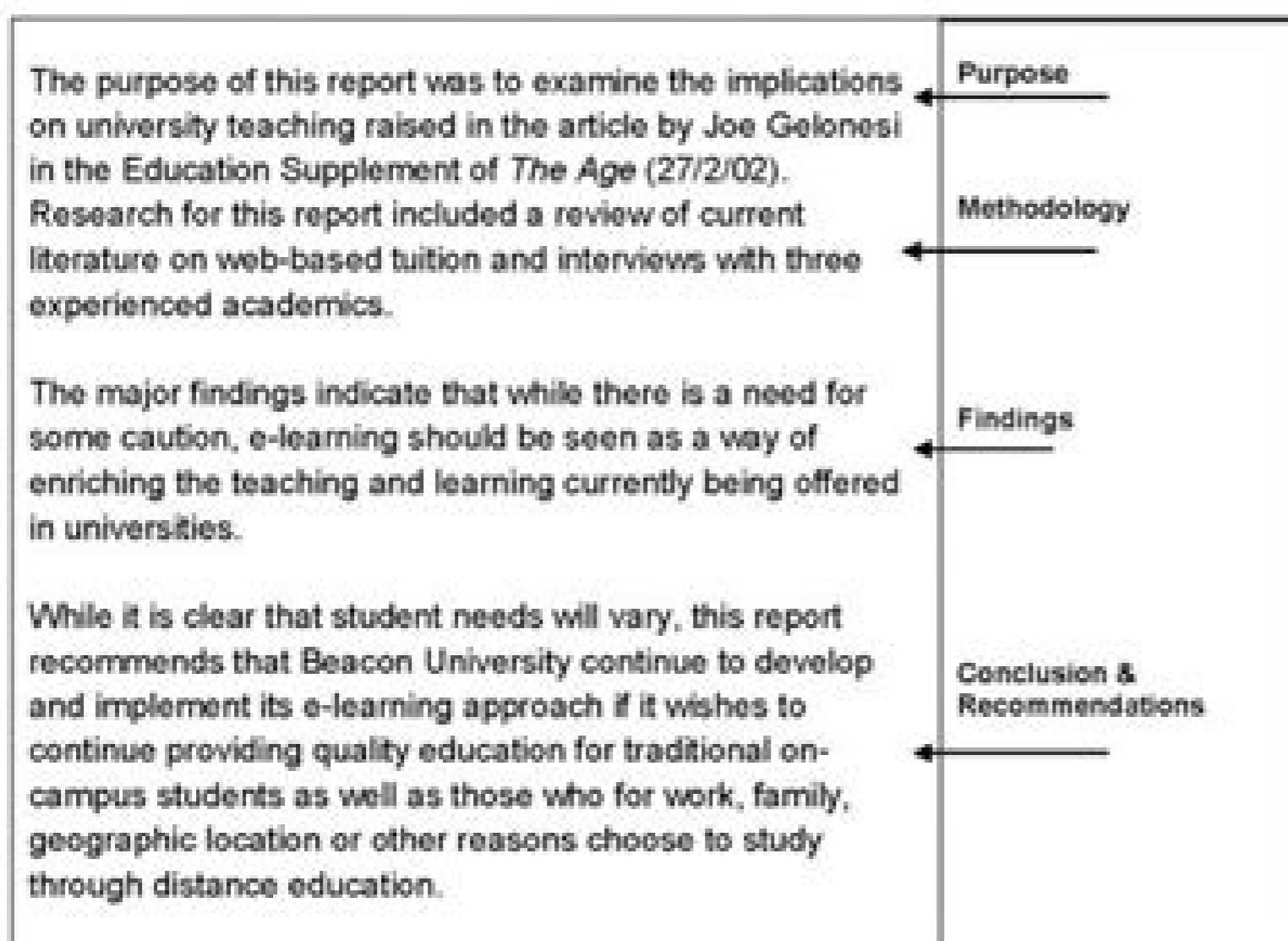
This research report was supported by funding from Casey Family Programs and the Stuart Foundation.

www.deakin.edu.au/study-skills

Report writing - example of an executive summary

The purpose of this report was to examine the implications on university teaching raised in the article by Joe Gelonesi in the Education Supplement of *The Age* (27/2/02). Research for this report included a review of current literature on web-based tuition and interviews with three experienced academics. The major findings indicate that while there is a need for some caution, e-learning should be seen as a way of enriching the teaching and learning currently being offered in universities. While it is clear that student needs will vary, this report recommends that Beacon University continue to develop and implement its e-learning approach if it wishes to continue providing quality education for traditional on-campus students as well as those who for work, family, geographic location or other reasons choose to study through distance education.

The structure of this executive summary is explained below.



Executive summary

Key findings and recommendations

1. There is a growing accumulation of data, of increasing variety, about human biology, health, disease and functioning, derived ultimately from the study of people. Advances in information technology and data science provide more ways, and more powerful ways, to collect, manage, combine, analyse and derive insight from these data. The result is that data are now seen as a valuable resource with an indefinite range of potential uses.
2. There is a public interest in the responsible use of data to support advances in scientific knowledge, innovative treatments and improvements in health services. However, there is also a public interest in protecting the privacy of individuals: privacy is fundamentally important to individuals (and groups) in the establishment and maintenance of their identity, their relationships and their sense of personal well-being. In biomedical research and health care data initiatives, which link and re-use data, public and private interests are entangled in complex ways. Such data initiatives must address the following question:
 - what is the set of morally reasonable expectations about the use of data and what conditions are required to give sufficient confidence that those expectations will be satisfied?
3. Compliance with the law cannot guarantee that a use of data is morally acceptable. Faced with contemporary data science and the richness of the data environment, protection of privacy cannot reliably be secured merely by anonymisation of data or by using data in accordance with the consent from 'data subjects'. Effective governance of the use of data is indispensable.
4. A set of morally reasonable expectations about the governance and use of data should be determined in accordance with four principles:
 - the principle of respect for persons
 - the principle of respect for established human rights
 - the principle of participation of those with morally relevant interests
 - the principle of accounting for decisions
5. Taking into account the current state of knowledge and practice, and the likely direction and pace of developments, and considering a number of specific data initiatives in biomedical research and health care, we recommend:
 - support for needed research into the potential harms associated with abuse of biological and health data, as well as the benefits of responsible data use
 - comprehensive mapping of UK health and research data use and the norms relevant to it
 - mandatory reporting of privacy breaches affecting individuals to the individuals affected
 - review of anti-blogging measures to protect data in health care systems and promulgation of best practice
 - criminal penalties, including imprisonment, for the deliberate misuse of data

Science Fair Written Report Outline

Table of Contents

- Each section of the project is listed with the page numbers that they start on
- This will have to be done after the project is completed when you are sure of the page numbers.
- Do not include the bibliography in the table of contents.

Abstract

- The abstract is a shortened version of your entire project.
- It should briefly mention the reason and ideas behind your project and what you learned from it.
- It may be easier to write the abstract after you have written the project.

Purpose

- The purpose of your investigation should be a concise explanation of the reason for doing your project (i.e. what are you trying to find out and why?).
- It should not be more than three sentences.

Question

- The question should end in a question mark.
- Only the question is posed.

Hypothesis

- The hypothesis is a prediction or an educated guess of what the outcome of your project will be (in the attempt to predict the outcome of your investigation).
- The hypothesis must be clearly stated and reflect background readings.

Materials List

- Make sure to keep an accurate record of what you used, how much you used and what kind of materials you used. BE VERY SPECIFIC.
- Quantities of materials are important.
- Be sure to use only metric measurements.

Executive Summary

The Small Business Reauthorization Act of 2001, H.R. 5657, Section 106, enacted in Public Law 106-514, requires that the National Research Council undertake a review of the Small Business Innovation Research program (SBIR) at the five federal agencies with SBIR programs with budgets in excess of \$50 million. These five agencies, in order of program size, are the Department of Defense, the National Institute of Health, the National Aeronautics and Space Administration, the Department of Energy, and the National Science Foundation.

The Study Charge
The study will review the SBIR program at the five agencies with regard to parameters such as the quality of the research projects being conducted under the SBIR program, the commercialization of the research, and the program's contribution to accomplishing agency missions. To the extent possible, the review will include estimates of the benefits (both economic and non-economic) achieved by the SBIR program. The study will also examine success stories involving small private businesses for technology development and government support for high technology innovation. The project will encourage cross-fertilization among program managers, agency officials, and participants by convening regional reports from industry, academia, and the public sector to review and discuss research findings. Where appropriate, operational improvements to the program will be considered.

The Objectives of the Study
The objectives of the study are to:

- Satisfy the Congressional mandate for an objective, external assessment of the program;
- Provide an empirical analysis of the operations of the SBIR program, in particular rates and sources of commercialization, for agency officials and program managers;
- Address research questions relevant to the program's operation and evaluation derived from the legislation and that emerge in the course of the study;
- Develop a rigorous assessment of the program and contribute to Congressional understanding of its multiple objectives, measurement issues, operational challenges, and contributions as described in the legislation.

Focus of the Evaluation
Following the passage of H.R. 5657 in December 2001, extensive discussions were held between the NSC and the five leading agencies regarding the scope and nature required to fulfill the Congressional mandate. Agreement on the terms of the study was reached in December 2001, and the request landing for the Agencies to begin the study was received in September 2002. The study was officially launched on 1 October 2002. The Memorandum of Understanding between the NSC and the agencies reflects the Congressional mandate by specifying a particular focus for the evaluation on four aspects of the SBIR Program:

1. **Commercialization.** Congress established the SBIR program partly to support commercialization of federal research. The agencies have in general interpreted this to mean support for research activities, which could result in successful commercialization, measured in different ways, while also meeting other objectives.
2. **Research support.** Congress has also mandated that SBIR programs should support the mission of the funding agency. Of course, each agency has a different mission, which means that, at least in part, different education areas among agencies that fund high-tech research in order to eventually purchase the products from goods and services that they develop. The agencies have also agreed to support private collaborations for technology development and government support for high technology innovation. This basic difference suggests the need for quite different research strategies, but, in both cases, the study seeks to evaluate the extent to which SBIR programs meet this component of the Congressional mandate.
3. **Knowledge base.** All federal research includes the objective of expanding the nation's knowledge base. SBIR programs are also charged with this objective, which appears to be doubly important for the non-procuring agencies. For these non-procuring agencies, a substantial part of the agency mission could also be described as to the expansion of the knowledge base, through intermediate and final products.

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Purdue University; Writing Executive Summaries. 73-80; Christensen, Jay. California State University Northridge; Executive Summaries. Be concise! The purpose is to provide a brief explanation of the entire document with a focus on the recommendations that have emerged from your research. "How to Change the World" blog; Keller, Chuck. Combine the Information Use the information gathered to combine them into an executive summary that is no longer than 10% of the original document. (New York: Oxford University Press, 1997), p. Successful Writing at Work. How to Write an Executive Summary. Although you should resist the temptation to pad your summary with pleas or biased statements, do pay particular attention to ensuring that a sense of urgency is created in the implications, recommendations, and conclusions presented in the executive summary. Re-read your Executive Summary After you've completed your executive summary, let it sit for a while before coming back to re-read it. If necessary, selectively incorporate bullet points for emphasis and brevity. "Writing Recommendations and Executive Summaries." Keeping Good Companies 64 (June 2012): 274-278; Vassallo, Philip. This will better prepare you for how to organize and summarize the study. Always note that your audience [or audiences] are likely seeing your research study for the first time. This requirement keeps the document short enough to be read by your audience, but long enough to allow it to be a complete, stand-alone synopsis. Bailey, Edward, P. Consider the Audience Although unlikely to be required by your professor, there is the possibility that more than one executive summary will have to be written for a given document [e.g., one for policy-makers, one for private industry, one for philanthropists]. Cutting and Pasting With the exception of specific recommendations made in the study, do not simply cut and paste whole sections of the original document into the executive summary. The Writing Lab and The OWL. Isolate the Major Points Within the Original Document Choose which parts of the document are the most important to those who will read it. Texas A&M University; Green, Duncan. Writing@CSU. If necessary, be sure to consider the types of audiences who may benefit from your study and make adjustments accordingly. 435-437; Moral, Mary. After you have a firm understanding about what each section offers in respect to the other sections, write a few sentences for each section describing the main ideas. Although the format may vary, the main sections of an executive summary likely will include the following: An opening statement, with brief background information. The purpose of research study, Method of data gathering and analysis, Overview of findings, and, A description of each recommendation, accompanied by a justification. The best way to avoid a disorganized or cluttered executive summary is to write it after the study is completed. These points must be included within the executive summary in order to provide a thorough and complete explanation of what the document is trying to convey. Be sure to target readers who are likely to implement the recommendations. You should paraphrase information from the longer document. "Executive Summaries: Todorovic, Zelimir William, PhD. Magazine, September, 15, 2010; Kawaski, Guy. Take notes as you go along, highlighting important statements of fact, key findings, and recommended courses of action. University of Maryland; Kolin, Philip. Use Strong and Positive Language Don't weaken your executive summary with passive, imprecise language. This may only necessitate the rewriting of the introduction and conclusion, but it could require rewriting the entire summary in order to fit the needs of the reader. "Writing an Executive Summary That Means Business." Harvard Management Communication Letter, 2003; Executive Summary. Separate the Main Sections Closely examine each section of the original document and discern the main differences in each. By taking some time before re-reading it, you allow yourself to see the summary with fresh, unbiased eyes. Effective Writing Center. Common Mistakes to Avoid Length of the Executive Summary As a general rule, the correct length of an executive summary is that it meets the criteria of no more pages than 10% of the number of pages in the original document, with an upper limit of no more than ten pages [i.e., ten pages for a 100 page document]. Once convinced, it is assumed that the full document will provide the details needed to implement the recommendations. 10th edition, University Writing Center. Always follow the same strategies for proofreading that you would for any research paper. Check to make sure that the summary will make sense as a separate document from the full research study. Colorado State University; Clayton, John. The Plain English Approach to Business Writing. Note that the recommendations are sometimes quoted verbatim from the research study. Clarity in Writing One of the biggest mistakes you can make is related to the clarity of your executive summary. Writing an Executive Summary Read the Entire Document This may go without saying, but it is critically important that you read the entire research study thoroughly from start to finish before you begin to write the executive summary. Remember this is not a brief abstract of 300 words or less but, essentially, a mini-paper of your paper, with a focus on recommendations. Avoid taking up space with excessive subtitles and lists, unless they are absolutely necessary for the reader to have a complete understanding of the original document. "Stay Healthy with a Winning Executive Summary." Technical Communication 41 (1994): 511-517; The Report Abstract and Executive Summary. The executive summary is a stand-alone document intended to convince the reader to make a decision concerning whether to implement the recommendations you make. Writing an Executive Summary. Oxfam's Research Guidelines series; Guidelines for Writing an Executive Summary. (Boston, MA: Cengage Learning, 2013), p. and Frye, Marietta Wolczacka, B.A., B.B.A. "Writing Effective Executive Summaries: An Interdisciplinary Examination." United States Association for Small Business and Entrepreneurship, 2009; "Where Less Really is More." ETC.: A Review of General Semantics 60 (Spring 2003): 83-90. Inc. The Art of the Executive Summary. Astia.org; Markowitz, Eric. How you word this will likely differ depending on your audience and what they care about most. Executive Summaries Complete The Report.

2018-4-2 · An executive summary is a component of a business document (for example, business plans and project proposals) or research documents used in academia, government, and the healthcare industry. The goal is to summarize the important information found in the rest of the document and is often listed in the table of contents as a separate section. 2019-8-27 · In this summary, managers should lay out an overview of what was monitored for the report, including the number and locations of monitored servers, workstations, and devices. Don't neglect to request information about what wasn't monitored — it's important to identify gaps in the SOC's field of view, so that strategies can be ... 2021-5-20 · Back How To Write an Executive Summary. An effective executive summary can mean the difference between a client win and the recycle bin. It's arguably the most valuable component of any business proposal, but many people get confused when it comes time to put pen to paper.. An executive summary is not actually about summarizing at all; it's about selling. 5.2 Executive Summary and Abstract An Executive Summary is a short document that details the results of a laboratory experiment. It may appear as a stand-alone document or included within a longer report. The reader should be able to quickly read it and obtain important results and conclusions from an experiment. 2021-9-4 · An executive summary is a preface to a larger business document such as an annual report, business plan, or whitepaper, succinctly summarizing the key discussion points. Effectively, an executive summary offers a "preview" of the content, so that the reader could form a baseline opinion about the contents prior to diving into a deep reading ... 2021-6-28 · Executive summaries for research papers and reports. If you are writing a summary for a research paper or report, you'll need to use a modified executive summary formula. A research summary should include: A section that discusses the background and history of the research, including: What was the impetus for the research? Report executive summary template. An executive summary for a research or analyst report offers an overview of key points from the research. Details to include in a report executive summary template: Introduction; Brief description of your company; Analysis findings; Why these findings matter; Conclusion; Here's an example: 2021-8-12 · Writing an Executive Summary. Here's the good news: an executive summary is short. It's part of a larger document like a business plan, business case or project proposal and, as the name implies, summarizes the longer report. 2021-12-31 · During your academic education, you might be assigned numerous assignments, for example, management reports, in which you need to write an executive summary. But first, let's dive into what exactly an executive summary is. This term is that particular section that summarises the complete report, allowing your professor to understand what the report is about.

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