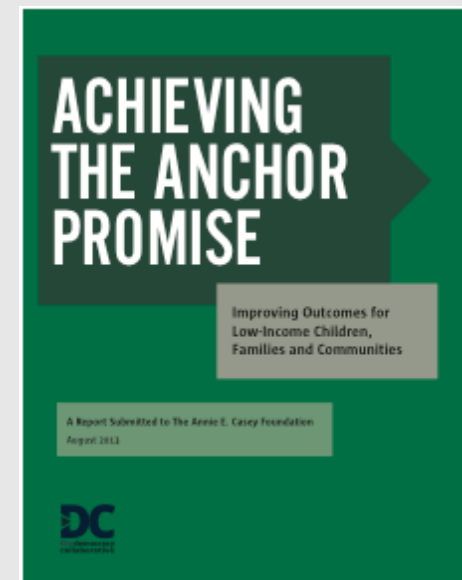
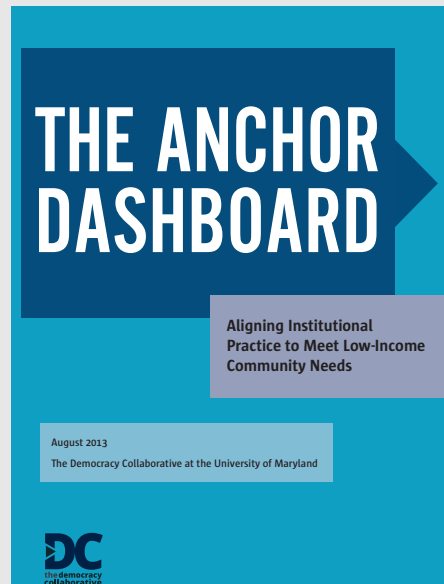


Developing Metrics to Assess Community Impact

The Anchor Dashboard

September 19, 2016
Princeton, New Jersey

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Anchor Dashboard Learning Cohort

Participating Institutions



Organized by:



democracycollaborative.org

With funding from:



THE ANNIE E. CASEY FOUNDATION

aecf.org

Expectations of Participants

- 1) Commit to seek improvement of outcomes in the areas outlined by the Dashboard
- 2) Work on indicator development and refinement
- 3) Partner with other institutions to build a community of practice

Role of Democracy Collaborative

- 1) Organize two gatherings a year (fall, spring)
- 2) Conduct at least one site visit per year to meet with campus team members
- 3) Facilitate open conversation among pilot group members
- 4) Work with institutions to think through the process of indicator development

Key Design Choices from the Research



1. Define the community
2. Agree on specific desired outcomes
3. Include two kinds of indicators, which measure:
 - Status of the community
 - Institutional effort to improve the status of the community



Principles of Measurement

- Focus on what anchor institutions can control, not what they cannot
- Set benchmarks
- Establish goals and timelines
- Use policy metrics to assess impact in areas where numerical goals won't work
- Include metrics that link to improving local economic multipliers

“While in each area there are hundreds of things [to measure], let’s agree on a few key indicators ... Perfect data can be the enemy of the good.”

Wim Wiewel
President
Portland State University

Dashboard Cohort Principles

- Demonstrate leadership support of an anchor mission
- Make a multi-year (preferably 5 years) commitment
- Designate a point person
- Dedicate the time to collect data and participate in the cohort
- Share data, best practices, and challenges with the group
- Measure what matters, not just what is done well
- Use data for learning, continuous improvement and shared accountability
- Keep confidential material confidential
- Work to refine measures
- Once a public instrument is developed, communicate results, without misleading comparisons or overstated causal claims
- Share “lessons learned” with the field

Results So Far

- Launch of web-based platform for data entry
 - Sharing of best practices (e.g., deep dive sessions)
 - Early stage development of survey instruments
 - Initial standard setting (e.g., what is a living wage?)
 - Changes in governance structures (e.g., formation of inter-departmental working groups)
 - Integration of anchor mission into strategic plans of institutions
 - Integration of anchor mission across academic & administrative wings of university
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Basic Framework

Issue Area	Desired Outcome	Issue Area	Desired Outcome
Anchor Mission Alignment	Engaged Anchor Institution	Community Building	Stable and Effective Local Partners
	Equitable Local and Minority Employment		Financially Secure Households
Economic	Thriving Local and Minority Business Community	Education	Educated Youth
	Housing Affordability	Health, Safety & Environment	Safe Streets and Campuses
	Vibrant Arts and Community Development		Healthy Community Residents
	Sound Community Investment		Healthy Environment

Assessing Community Status (1)

Desired Outcome

Indicators of Community Status

Engaged Anchor
Institution

Surveys of community residents and
organizations

Equitable Local
and Minority
Employment

Local unemployment rate, local minority
unemployment rate

Thriving Local and
Minority Business
Community

Number of certified MBE and WBE businesses
in local community, Numbers of business start-
ups, business survival rates in local community

Housing
Affordability

Percentage of households below 200 percent of
poverty line who spend less than 30 percent of
their income on housing

Vibrant Arts
and Community
Development

Numbers of art and performance spaces in local
community

Sound Community
Investment

Local lending availability from CDFIs and
public programs (e.g., city revolving loan or
investment funds), local bank lending data (if
available)

Assessing Community Status (2)

Desired Outcome

Stable and Effective
Local Partners

Indicators of Community Status

Capacity survey of community partners

Financially Secure
Households

Percent in asset poverty (i.e., savings is less than 3 months' poverty-level income)

Educated Youth

Graduation rate, advancement to college or apprenticeship, 3rd grade math and reading proficiency

Safe Streets and
Campuses

Violent and property crime data

Healthy
Community
Residents

Infant mortality rate, *obesity rate*, healthy food access

Healthy
Environment

Asthma incidence, *city reporting of greenhouse gas emissions in accord with global protocol standards*

Assessing Institutional Effort (1)

Desired Outcome

Indicators of Institutional Effort

Engaged Anchor Institution	Anchor mission articulated in strategic plan, reflected in structure of institution (e.g., community engagement lead staff of cabinet rank)
Equitable Local and Minority Employment	Percent of local and minority hires in staff positions, percent employed at living wage. <i>Indirect local and minority employment through contracting requirements.</i>
Thriving Local and Minority Business Community	Percent of university procurement to local, minority and woman-owned businesses. <i>Local and minority jobs and businesses created and retained in incubation and/or acceleration programs (3 years).</i>
Housing Affordability	<i>Investment in housing rehab work, community land trusts, employer-assisted housing, strong partnerships with local community development corporations</i>
Vibrant Arts and Community Development	Operating funds spent on arts and culture-based economic development, jobs and businesses created and retained
Sound Community Investment	Percent of endowment and operating dollars invested in community impact investments (e.g., CDFIs), investment in local business district development

Assessing Institutional Effort (2)

Desired Outcome

Indicators of Institutional Effort

Stable and Effective
Local Partners

Policy metrics: partnership center, community advisory board; amount of community building budget (in dollars or FTEs)

Financially Secure
Households

Budget for financial education, income tax filing assistance (dollars spent and tax rebates received by beneficiaries)

Educated Youth

Level of investment (in dollars and FTEs in K-12 school partnerships)

Safe Streets and
Campuses

Dollars spent on neighborhood development, streetscape improvements, no. of neighborhood complaints

Healthy
Community
Residents

Dollars spent on public health interventions (e.g., clinics)

Healthy
Environment

STARS rating, dollars spent on environmental health initiatives

Work in Progress

- **Data Work Group:** looking at ways to best standardize data instruments across campuses
 - **Survey work group:** developing basic survey instrument that can be used to assess “anchor alignment” across institutions
 - **Institutional impact work group:** exploring idea of adding a “institutional impact” category as well as “institutional effort” and “community status”
 - **Communications proposal group:** Aims to develop fair, consistent methods to communicate findings to community & internal partners
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Draft Survey Instrument

(as piloted by Drexel University)

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Drexel is committed to helping my neighborhood.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Drexel is a partner in improving my neighborhood.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People in this neighborhood trust Drexel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Drexel intrudes on my neighborhood's boundaries.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Drexel doesn't recognize the positive things about my neighborhood.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Continuing Challenges

- Sorting out of initial round of benchmarking and evaluation of first round of results
 - Seeking balance between comprehensiveness & usability
 - Securing funding for the work – collecting data is not expensive, but it is not free! Building sustainable sources of support for data collection
 - Continued challenge of creating a cultural shift that institutionalizes an anchor mission and a commitment to addressing equity issues
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Why It Matters

Being able to, by the end of the day, track what's happening to the jobs, track what's happening to those families... I think that would be extremely powerful.

Paulina Gonzalez

Executive Director

Strategic Actions for a Just Economy

Los Angeles, California

Thank you!

Report website

www.community-wealth.org/indicators

Anchor dashboard learning cohort website

<http://anchors.democracycollaborative.org>

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