

Anchor Dashboard Learning Cohort

Anchor institutions such as hospitals and universities regularly engage in community programming and activities. Some go even further and seek to pursue an anchor mission—making a commitment to consciously apply their long-term, place-based economic power, in combination with their human and intellectual resources, to better the long-term welfare of the communities in which they are anchored. Yet, to date, few tools exist to help institutions reflect and assess broadly the long-term impact of their anchor-mission activities, and particularly their impact on low-income communities.

Published in August 2013 by The Democracy Collaborative, the Anchor Dashboard and its companion report, *Achieving the Anchor Promise*, present a framework that begins to fill that gap. Identifying twelve critical areas where anchor institutions can play an effective role, the Dashboard develops illustrative indicators that provide a baseline to assess community conditions and institutional effort.

Since the release of the report, The Democracy Collaborative has worked slowly but deliberately to develop an initial group of universities to pilot this framework—the Anchor Dashboard Learning Cohort. This group has worked together to refine the indicators in ways that makes practical sense; and share results, challenges and successes in a safe, collaborative, learning environment. The current template, reproduced on the other side of the flyer, illustrates the group’s current progress. The Democracy Collaborative is committed to continuing to work with this group and also intends to develop a similar cohort of hospitals and health systems to develop a healthcare-sector dashboard.

Participating Institutions are:



Organized by:



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For more information about this project, please visit <http://community-wealth.org/indicators>.

Anchor Institution Community Benefit Dashboard

Issue Area	Desired Outcome	Indicators of Community Status	Indicators of Institutional Effort
Anchor Mission Alignment	Engaged Anchor Institution	Surveys of community residents and organizations.	Anchor mission articulated in strategic plan, reflected in structure of institution (e.g., community engagement lead staff of cabinet rank).
Economic	Equitable Local and Minority Employment	Local unemployment rate, local minority unemployment rate.	Percent of local and minority hires in staff positions, percent employed at living wage. Indirect local and minority employment through contracting requirements.
	Thriving Local and Minority Business Community	Number of certified MBE and WBE businesses in local community, dollar volume estimate (if available), Numbers of business start-ups, business survival rates in local community.	Percent of university procurement to local, minority and woman-owned businesses. Local and minority jobs and businesses created and retained (3 years) in incubation programs; local and minority jobs creating through acceleration programs (3 years).
	Housing Affordability	Percentage of households below 200 percent of poverty line who spend less than 30 percent of their income on housing.	Investment in housing rehab work, community land trusts, employer-assisted housing, strong partnerships with local community development corporations.
	Vibrant Arts and Community Development	Numbers of art and performance spaces in local community.	Operating funds spent on arts and culture-based economic development, jobs and businesses created and retained.
	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).	Percent of endowment and operating dollars invested in community impact investments (e.g., CDFIs), investment in local business district development.
Community Building	Stable and Effective Local Partners	Civic health index, capacity survey of community partners.	Policy metrics: partnership center, community advisory board; amount of community building budget (in dollars or FTEs).
	Financially Secure Households	Percent in asset poverty (i.e., savings that is less than 3 months' poverty-level income).	Budget for financial education, income tax filing assistance (dollars spent and tax rebates received by beneficiaries), seed money for community-owned business.
Education	Educated Youth	Graduation rate, advancement to college or apprenticeship, 3rd grade math and reading proficiency.	Level of investment (in dollars and FTEs in K-12 school partnerships).
Health, Safety & Environment	Safe Streets and Campuses	Violent and property crime data.	Dollars spent on neighborhood development, streetscape improvements, number of neighborhood complaints.
	Healthy Community Residents	Infant mortality rate, obesity rate, healthy food access.	Dollars spent on public health interventions (e.g., clinics).
	Healthy Environment	Asthma incidence, city reporting of greenhouse gas emissions in accord with global protocol standards.	STARS rating, dollars spent on environmental health initiatives.