



**PARTNER**CPRM  
A Community Partner Relationship Manager

## Anchor Network (University or Healthcare) Survey Template

This document lists the PARTNER “ANCHOR (UNIVERSITY OR HEALTHCARE) NETWORK” survey. That is, the questions are specific to anchor (university or healthcare) networks. You can use this document as a template to review questions and make edits, before working on the online version of the survey. The wording here is suggested wording based on past surveys that the PARTNER team has developed on a variety of projects. We encourage you to modify it for your own community/cultural contexts.

**NOTE: This survey is ONLY approved for use within the PARTNER CPRM platform. It is not available for use in other platforms or survey tools. If you are interested in adopting or licensing the use of this survey instrument, please contact us at [hello@visiblenetworklabs.com](mailto:hello@visiblenetworklabs.com)**

**How should you use this survey template?** The entire survey is modifiable, although in some limited ways. You can use this template (in Word) to draft up your own language and customize question changes. If you follow the structure of this template, you will be able to fit changes into the online survey.

Any questions? Contact us at [hello@visiblenetworklabs.com](mailto:hello@visiblenetworklabs.com)

**THIS TEXT IS THE DEFAULT CONSENT AND INSTRUCTIONS THAT IS AUTO-FILLED INTO THE PARTNER SURVEY. IT IS ALL MODIFIABLE.**

**Consent:**

By starting the survey, you are agreeing to participate. Your participation is voluntary, and you can stop at any time. There are no known risks to participate in this survey. If you have questions about your participation in the survey, please reply to the email invitation you received, or contact the PARTNER team at [partnertool@visiblenetworklabs.com](mailto:partnertool@visiblenetworklabs.com).

**Instructions:**

Thank you for taking this survey. To begin, you will be asked to answer a few questions about your own organization. You will then be asked to answer questions about other organizations.

Answer all questions from the perspective of your organization, rather than yourself as an individual. Feel free to check with others in your organization for more information.

At any time, you can save the responses and continue the survey later. When complete, you can review your responses and modify them, if required.

Q#	Question Text	Question Response Options	Notes on how question can be modified in the PARTNER system
1	<b>Your organization should be listed below. If it is not, please return to the original email you received inviting you to take this survey and click on the link included.</b>		<b>This question is not modified, rather it is based on the respondent list</b>

2	<p>What is your job title, and explain how your work is related to the anchor initiative?</p>		<p>This can be modified to any question where you elicit a short answer, short open-ended response, for example, “what is your organization’s mission?” or “what is your motivation for joining?”</p>
3	<p>How long has your organization been involved in the anchor initiative (in months)?</p> <p>Note: type numerals (e.g. 11, not eleven)</p>		<p>This can be modified to any question where you elicit a numerical value as a response, such as “how long have you worked in the area of anchor initiatives?”</p>
4	<p>We are interested in resources that can be leveraged with partners in the community. Please indicate what your organization contributes, or can potentially contribute, to the network (select all that apply).</p>	<ol style="list-style-type: none"> <li>1. Advocacy Work</li> <li>2. Capital investment for jobs/community benefits</li> <li>3. Connections to Anchor Institutions</li> <li>4. Connections to Community-Based Organizations</li> <li>5. Connections to employers</li> <li>6. Connections to high-level decision/policy makers</li> <li>7. Connections to MBE/WBE and Local Vendors</li> <li>8. Connections to Neighborhood Organizations</li> <li>9. Connections to Small Business Organizations</li> <li>10. Connections to Workforce Development Agencies</li> <li>11. Data Resources including data sets, collection and analysis</li> <li>12. Day labor resources</li> <li>13. Employment assistance and job opportunities</li> <li>14. Expertise in Capital/Community Development</li> <li>15. Expertise in Procurement</li> <li>16. Expertise in Workforce Development</li> <li>17. Facilitation/Leadership</li> <li>18. Fiscal management (e.g. acting as fiscal agent)</li> </ol>	<p>The wording of this question can be modified to be customized to this network (this question is linked to Q5). Usually this is a question asking about what member orgs can or can potentially contribute to the network.</p> <p>The response options listed here are from our default survey, but you can modify these to match resources/activities that you hope the organizations will bring to the network.</p>

		<ul style="list-style-type: none"> <li>19. Funding</li> <li>20. General Information/ Feedback on the topic of Economic Inclusion</li> <li>21. In-Kind Resources (e.g., meeting space, social media outreach, etc)</li> <li>22. IT/web resources (e.g. server space, web site development, social media)</li> <li>23. Jobs for local hiring</li> <li>24. Legal support and resources</li> <li>25. Links to Programs Related to Economic Inclusion</li> <li>26. Paid staff to support the program</li> <li>27. Purchasing for local minority businesses</li> <li>28. Strategic planning skills/expertise</li> <li>29. Support &amp; commitment to engage in the work</li> <li>30. Training and professional development opportunities</li> <li>31. Volunteers and Volunteer Staff</li> </ul>	
5	What is your organization's most important contribution to the network? (Choose one)	Same response list as #4	
6	Which of the following outcomes has your network most successfully achieved? (Choose as many as apply.)	<ul style="list-style-type: none"> <li>1. A plan for data collection and reporting</li> <li>2. A shared vision toward economic inclusion</li> <li>3. Access to long-term employment opportunities</li> <li>4. Developing job readiness among vulnerable populations</li> <li>5. Don't know</li> <li>6. Educating local decision-makers on economic inclusion</li> <li>7. Effective strategies to support availability and access to employment opportunities, education and services for vulnerable populations</li> </ul>	<p>You can customize the wording of this question (this question is linked to Q7). Usually this is a question asking about outcomes achieved or potential outcomes to achieve.</p> <p>The response options can be edited, but will be the same for both Q 6 and Q 7.</p>

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|  | <ol style="list-style-type: none"> <li>8. <b>Effective strategies to support availability and access to workforce partners, neighborhood partners, or small/minority business partners</b></li> <li>9. <b>Engagement of high-level leadership of member organization in promoting economic inclusion</b></li> <li>10. <b>Engaging local and minority and women owned businesses/vendors as a constituency</b></li> <li>11. <b>Engaging local community as a constituency</b></li> <li>12. <b>Engaging local workforce partners as a constituency</b></li> <li>13. <b>Improved/increased collaboration among cross-domain partners</b></li> <li>14. <b>Improved/increased data sharing (formal or informal) among cross-domain partners</b></li> <li>15. <b>Improved/increased funding for programs</b></li> <li>16. <b>Improved/increased knowledge and awareness of economic inclusion issues among cross-domain partners</b></li> <li>17. <b>Improved/increased long-term employment programs</b></li> <li>18. <b>Improved/increased project/funding coordination among cross-domain partners</b></li> <li>19. <b>Improved/increased relationships between partners</b></li> <li>20. <b>Improved/increased sharing of community resources and programs among cross-domain partners</b></li> <li>21. <b>More coordinated approach to address the needs of local community across domains</b></li> <li>22. <b>Policy, law and/or regulation changes to support long-term employment opportunities</b></li> <li>23. <b>Program development around hiring, employment services, and education</b></li> </ol> |  |
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		<p>24. Providing informational/educational materials on economic inclusion</p> <p>25. Providing low-barrier work opportunities for vulnerable populations</p> <p>26. Shared vision for strengthening the “system” for economic inclusion</p> <p>27. Don’t know</p>	
7	What has been the network’s MOST IMPORTANT outcome achieved? (Choose one.)	Same response list as #6	Whatever responses someone chooses in Q 6 will populate as possible responses for Q7.
8	How successful has the anchor network been at reaching its goals? The goal of the anchor network is to deepen capacity for, alignment with, and commitment to building local economies that address racial and economic inequities	<ol style="list-style-type: none"> <li>1. Not Successful</li> <li>2. Somewhat Successful</li> <li>3. Successful</li> <li>4. Very Successful</li> <li>5. Completely Successful</li> </ol>	<p>This can be modified to any question where you elicit a single choice response.</p> <p>If this is a new network, you can find another question to ask here if you do not think this fits.</p> <p>You could ask what their potential role in the network could be or what level of involvement they could contribute.</p>
9	What aspects of the network have contributed to that success? (Select all that apply)	<ol style="list-style-type: none"> <li>1. Communication between sectors and participating organizations</li> <li>2. Engagement of high-level leadership within participating organizations in promoting economic inclusion program</li> <li>3. Improved/increased collaboration (e.g. through committees, boards, work groups, etc.)</li> <li>4. Improved/increased relationships between partners</li> </ol>	This can be modified to any question where you elicit a multiple choice response.

		<ul style="list-style-type: none"> <li>5. Improved/increased data sharing</li> <li>6. Sharing knowledge and resources among partners</li> <li>7. Shared advocacy or policy work among partner</li> <li>8. Shared vision and commitment for strengthening the “system”</li> <li>9. Commitment from the local government agencies</li> <li>10. Commitment from the public and nonprofit sector</li> <li>11. Commitment from the private sector</li> <li>12. None</li> </ul>	
10	<p>From the list, select <u>organizations/programs/departments</u> with which you interacted with as part of your work related to the anchor initiative (either formal or informal). In subsequent questions you will be asked about your relationships with these <u>organizations/programs/departments</u>.</p>		<p>Question can be modified but list of organizations to choose from will be based on the respondent list uploaded.</p>
<p>The next set, questions 11-18 are relational questions, meaning that the respondent will answer each question about the organizations they selected in Q10.</p> <p>Q11-12: Below are the relational questions, however there are several options for the content of these questions. At the end of this table are other options to choose from (in blue text), but all can be modified. In total, we recommend only choosing a total of 3 relational questions (q11, q12, and the 3<sup>rd</sup> option will become Q19).</p> <p>Questions 13-18 are also relational, but instead of assessing the content and type of relationship between two partners, they assess the quality in terms of Value and Trust. Questions 13-15 are three measures of Value and questions 16-18 are three measures of Trust. The wording of Q13-18 can be slightly modified for your network, but the context cannot change. These are trademark PARTNER questions and usually yield the most useful data.</p>			

11	<p>What kinds of activities does your relationship with this <u>organization/program/department</u> entail [note: the responses increase in level of collaboration]?</p>	<ol style="list-style-type: none"> <li>1. None</li> <li>2. <b>Cooperative Activities:</b> involves exchanging information, attending meetings together, and offering resources to partners (Example: Informs other programs of RFA release)</li> <li>3. <b>Coordinated Activities:</b> Include cooperative activities in addition to intentional efforts to enhance each other's capacity for the mutual benefit of programs. (Example: Separate granting programs utilizing shared administrative processes and forms for application review and selection.)</li> <li>1. <b>Integrated Activities:</b> In addition to cooperative and coordinated activities, this is the act of using commonalities to create a unified center of knowledge and programming that supports work in related content areas. (Example: Developing and utilizing shared priorities for funding effective prevention strategies. Funding pools may be combined.)</li> </ol>	<p>You can modify the language/wording of the question and response options.</p> <p>However, the nature of this question has to be “relational” (something they are answering about their relationship with each partner they selected). See other examples at the end of this table.</p>
12	<p>This partnership has [select all that apply]:</p>	<ol style="list-style-type: none"> <li>4. Been informative only (we only exchange information, knowledge about resources, etc.)</li> <li>5. Improved my organization's capacity</li> <li>6. Led to advocacy work</li> <li>7. Led to an exchange of resources/services</li> <li>8. Led to collecting shared data</li> <li>9. Led to greater acceptance of the importance of economic inclusion</li> <li>10. Led to improved services or supports</li> <li>11. Led to new hiring/employment practices</li> <li>12. Led to new program development</li> <li>13. Led to new purchasing practices</li> <li>14. Led to new relationships with area employers</li> </ol>	<p>You can modify the language/wording of the question and response options.</p> <p>However, the nature of this question has to be “relational” (something they are answering about their relationship with each partner they selected). See other examples at the end of this table.</p>



		<p>15. Led to new relationships with community organizations</p> <p>16. Led to new relationships with MBE/WBE or local vendors</p> <p>17. Led to sharing of best practices</p> <p>18. Has not resulted in any systems change</p> <p>19. Has not resulted in any systems change, but we anticipate that it will</p>	
13	<p>To what extent does this <u>organization/program/department</u> have power and influence to impact the overall mission of the network?</p> <p><b>*Power/Influence:</b> The organization/program/department holds a prominent position in the community by being powerful, having influence, success as a change agent, and showing leadership.</p>	<p>1. Not at all</p> <p>2. A small amount</p> <p>3. A fair amount</p> <p>4. A great deal</p>	<p>Questions 13-18 are based on validated scales to measure perceived value and trust among partners, so they generally need to remain as is, although we can customize for your network. You can modify the language of the definition and what this term means to your group. Please do not modify the response options as it is linked to the analysis tool/calculations.</p>
14	<p>What is this <u>organization/program/department's</u> level of involvement in the network?</p> <p><b>*Level of Involvement:</b> The organization/program/department is strongly committed and active in the partnership and gets things done.</p>	<p>1. Not at all</p> <p>2. A small amount</p> <p>3. A fair amount</p> <p>4. A great deal</p>	

15	<p>To what extent does this organization/program/department/s contribute resources to the network?</p> <p><b>*Contributing Resources:</b> The organization/program/department brings resources to the partnership like funding, information, or other resources.</p>	<ol style="list-style-type: none"> <li>1. Not at all</li> <li>2. A small amount</li> <li>3. A fair amount</li> <li>4. A great deal</li> </ol>	
16	<p>How reliable is this organization/program/department?</p> <p><b>*Reliable:</b> this organization/program/department is reliable in terms of following through on commitments.</p>	<ol style="list-style-type: none"> <li>1. Not at all</li> <li>2. A small amount</li> <li>3. A fair amount</li> <li>4. A great deal</li> </ol>	
17	<p>To what extent does the organization/program/department share a mission to achieve economic inclusion?</p> <p><b>*Mission Congruence:</b> this organization/program/department shares a common vision of the end goal of what working together should accomplish.</p>	<ol style="list-style-type: none"> <li>1. Not at all Not at all</li> <li>2. A small amount</li> <li>3. A fair amount</li> <li>4. A great deal</li> </ol>	

18	<p>How open to discussion is the <u>organization/program/department</u>?</p> <p><b>*Open to Discussion:</b> this organization/program/department is willing to engage in frank, open and civil discussion (especially when disagreement exists). The organization/program/department is willing to consider a variety of viewpoints and talk together (rather than at each other). You are able to communicate with this organization/program/department in an open, trusting manner.</p>	<ol style="list-style-type: none"> <li>1. Not at all</li> <li>2. A small amount</li> <li>3. A fair amount</li> <li>4. A great deal</li> </ol>	
19	<p>Who are your other partners, not listed in this survey that you work most closely with in the community around economic inclusion and workforce development?</p>	<p>Open-ended</p>	<p>You can add any type of question here and after this point in the survey. If you added a 3<sup>rd</sup> relational question, you would do so here followed by any other question(s) you would like to ask.</p>
<b>SURVEY END</b>			
<b>OPTIONAL ADDITIONAL QUESTIONS YOU WILL NEED TO ADD TO THE SURVEY TRANSFERRED TO YOUR ACCOUNT.</b>			
20	<p>Please describe your involvement in the network, if any. (Choose one)</p>	<ol style="list-style-type: none"> <li>1. No Active Involvement</li> <li>2. Minimal Involvement</li> <li>3. Occasional Involvement</li> <li>4. Consistent Involvement</li> <li>5. Proactive Involvement and Leadership</li> </ol>	

21	<p>Which of the following factors have FACILITATED your organization's ENGAGEMENT in the network? (Choose as many as apply.)</p>	<ol style="list-style-type: none"> <li>1. Diverse and multi-disciplinary network membership (including the makeup of organizations including their size, type, and racial/ethnic makeup)</li> <li>2. Funding</li> <li>3. History of collaboration/sharing among network members</li> <li>4. In person meetings and institutes</li> <li>5. Meeting regularly</li> <li>6. Opportunities for technical assistance</li> <li>7. Peer learning/sharing among network members</li> <li>8. Sharing resources amount network members</li> <li>9. Strong sense of trust among network members</li> <li>10. Strong/well-connected network leadership (e.g., able to resolve conflicts)</li> <li>11. The network is responsive to needs of members (e.g., timely, helpful, provides resources)</li> <li>12. Other</li> <li>13. Not sure</li> </ol>	
22	<p>Which of the following factors have been BARRIERS to your or your organization's participation in the network? (Choose as many as apply.)</p>	<ol style="list-style-type: none"> <li>1. Bureaucracy within the system</li> <li>2. Capacity for advocacy work</li> <li>3. Communication within the network</li> <li>4. Competing priorities of partners</li> <li>5. Different perspectives of partners</li> <li>6. Difficulty in bringing stakeholders together (time, geographic barriers, etc.)</li> <li>7. Effective leadership to move things forward</li> <li>8. Funding</li> <li>9. Getting the right partners to the table</li> <li>10. Lack of mission congruence among partners</li> <li>11. Lack of political will within the system</li> <li>12. Lack of previous relationships between sectors/agencies</li> </ol>	

		<p><b>13. Lack of resources to coordinate across stakeholder groups</b></p> <p><b>14. Leadership transition/turnover</b></p> <p><b>15. Messaging/communications strategies</b></p> <p><b>16. Staff turnover</b></p> <p><b>17. Other</b></p> <p><b>18. There are no challenges to participating in the network</b></p>	
23	<p><b>From your perspective, what resources are critical to achieve long-term sustainability of the network?</b></p> <p><b>Who or what is ultimately needed to advocate for and sustain this model?</b></p>	Open-ended	
24	<b>Do you have any additional comments or feedback about the network?</b>	Open-ended	