# PARTNERSHIPS SURVEY

Survey, Guide, and
Data Dictionary

CENTRAL
VALLEY
COMMUNITY
FOUNDATION

DRIVE
DEVELOPING THE REGION'S
INCLUSIVE & VIBRANT ECONOMY

April 2025

# DRIVE Partnerships Survey

Thank you for taking the time to complete this survey.
This survey will take approximately 20 minutes to complete.

*Remember…*

- there are no right or wrong answers

- thoughtful and honest responses will provide the most valuable information, and

- your responses to this survey are confidential and will only be shared anonymously

This survey asks questions about your organization's partnerships. Please select the answer that best applies to **your organization.**

CENTRAL VALLEY COMMUNITY FOUNDATION

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## Part 1 Identifying Partners

Reflect on your organization's current and potential partners for the following questions. Please consider both institutional (e.g., school districts, hospitals, city government departments, etc.) and CBO partnerships when providing responses.

1. Please list the partners that are important to the success of your organization.
   (The list should reflect those partners that you would want listed in external DRIVE communications.)
   *[text response]*

   _____

   _____

   _____

   _____

   _____

2. Are there any organizations that you would like to partner with that aren't currently at the table?
   *[select one]*

   ☐ Yes (If checked, move to 2a-2b)
   ☐ No

   Please use the table to **name** the organization(s) you would like to partner with and **explain why** you would like to partner with this/these organization(s) that you are not partnered with yet. Cross off any columns you do not use (e.g., if you have one organization you would like to partner with, fill out one column and cross out two columns).

| **2a.** Organization name(s) *[text response]* | | | |
|---|---|---|---|
| **2b.** Explain why *[text response]* | | | |

**3.** Are any of your partnerships unique or unconventional in your field? *[select one]*

☐  Yes (If checked, move to 3a-3b)

☐  No

Please use the table to **name** the partnership(s) unique or unconventional in your field and **explain why** they are unique or unconventional in your field. Cross off any columns you do not use (e.g., if you have one organization you would like to partner with, fill out one column and cross out two columns).

| **3a.** Partnership name(s) *[text response]* | | | |
|---|---|---|---|
| **3b.** Explain why *[text response]* | | | |

**4.** Do any of your partnerships enable your organization's work to be more inclusive and equitable? *[select one]*

☐  Yes (If checked, move to 4a)

☐  No

**4a.** Please provide one example of a partner that enabled your organization's work to be more inclusive and equitable. Include the name of that organization and how they enabled your organization's work to be more inclusive and equitable.

_____

_____

_____

_____

_____

## **Part 2** Partnership Characteristics

This series of questions asks you to reflect on your organization's relationship with one partner that you will identify in the next question.

5.  Please identify the organizational partner that is **most** important to your organization's success. Enter the partner's name here: *[text response]*_____.

After reading the following statements about the partner you identified above, please mark the rating that best describes your level of agreement. *[select one]*

6.  We have taken time to build trust with our partner organization. *[select one]*

| ☐ | ☐ | ☐ | ☐ |
|---|---|---|---|
| Strongly disagree | Disagree | Agree | Strongly agree |

7.  There is a high level of mutual respect and understanding among people involved in the partnership. *[select one]*

| ☐ | ☐ | ☐ | ☐ |
|---|---|---|---|
| Strongly disagree | Disagree | Agree | Strongly agree |

8.  Open dialogue occurs and disparate views are valued. *[select one]*

| ☐ | ☐ | ☐ | ☐ |
|---|---|---|---|
| Strongly disagree | Disagree | Agree | Strongly agree |

9.  The partnership creates space for healing to allow individuals to process pain and trauma. *[select one]*

| ☐ | ☐ | ☐ | ☐ |
|---|---|---|---|
| Strongly disagree | Disagree | Agree | Strongly agree |

10. We use storytelling, rituals, or art to foster compassion and a sense of shared humanity with our partner. *[select one]*

| ☐ | ☐ | ☐ | ☐ |
|---|---|---|---|
| Strongly disagree | Disagree | Agree | Strongly agree |

**11.** Within our partnership, we work to examine individual biases, assumptions, and privileges. *[select one]*

☐ Strongly disagree  ☐ Disagree  ☐ Agree  ☐ Strongly agree

**12.** Issues about power are addressed openly and transparently. *[select one]*

☐ Strongly disagree  ☐ Disagree  ☐ Agree  ☐ Strongly agree

**13.** Power differences are managed in ways that facilitate the active involvement of both partner organizations. *[select one]*

☐ Strongly disagree  ☐ Disagree  ☐ Agree  ☐ Strongly agree

# **Part 3** General Information

**14.** Are you… *[select one]*

☐ Female
☐ Male
☐ Non-binary/non-conforming (a person who does not identify with any gender)
☐ Other

**14a.** Do you identify as transgender?

☐ Yes
☐ No
☐ Prefer not to say

**15.** What is your race/ethnicity? *[select all that apply]*

☐ Native American or Alaska Native (*if selected, ask 15a*)
☐ Asian (*if selected, ask 15b*)
☐ Latino/a/x (*if selected, ask 15c*)
☐ Black (*if selected, ask 15d*)
☐ White (*if selected, ask 15e*)
☐ Other (*if selected, ask 15f*)

## If you selected Native American or Alaska Native:

**15a.** Please select all of the following American Indian and/or Alaska Native race/ethnicity categories that make up part of your identity. *[select all that apply]*

☐ Aztec
☐ Big Sandy Band of Western Mono Indians
☐ Blackfeet Tribe
☐ Chuchansi Tribe
☐ Chumash Tribe
☐ Dumma Tribal Government
☐ Dumna Wo-Wah Tribal Government
☐ Hupa Tribe
☐ Mayan
☐ Me-Wuk Tribe
☐ Miwok Tribe
☐ North Fork Band of Mono Indians
☐ Dunlap Band of Mono Indians (aka Mono Tribal Council of Dunlap)
☐ Native Village of Barrow Inupiat Traditional Government
☐ Navajo Nation

☐ Nome Eskimo Community
☐ Northern Band of Mono-Yokuts
☐ Picayune Rancheria of Chukchansi Indians
☐ Paiute-Shoshone Tribe
☐ Santa Rosa Indian Community of the Santa Rosa Rancheria (Tachi Yokuts)
☐ Sierra Foothill Wuksachi Yokuts Tribe
☐ Table Mountain Rancheria
☐ Traditional Choinuymni Tribe
☐ Tule River Indian Tribe of the Tule River Reservation
☐ Wukchumni Council
☐ Wukshumni Tribe
☐ Other *[text response]*

_____

_____

## If you selected Asian:

**15b.** Please select all of the following Asian race/ethnicity categories that make up part of your identity.
*[select all that apply]*

- ☐ Chamorro
- ☐ Chinese
- ☐ Filipino
- ☐ Hmong
- ☐ Japanese
- ☐ Korean
- ☐ Native Hawaiian
- ☐ Punjabi
- ☐ Samoan
- ☐ Vietnamese
- ☐ Other *[text response]* _____

## If you selected Latino/a/x:

**15c.** Please select all of the following Latino/a/x race/ethnicity categories that make up part of your identity.
*[select all that apply]*

- ☐ Argentinian
- ☐ Cuban
- ☐ El Salvadorian
- ☐ Guatemalan
- ☐ Indigenous of Mexico (e.g., Mixteco, Zapoteco)
- ☐ Mexican / Mexican American
- ☐ Nicaraguan
- ☐ Portuguese
- ☐ Puerto Rican
- ☐ Other *[text response]* _____

## If you selected Black:

**15d.** Please select all of the following Black race/ethnicity categories that make up part of your identity.
*[select all that apply]*

- ☐ African American
- ☐ Ethiopian
- ☐ Haitian
- ☐ Jamaican
- ☐ Nigerian
- ☐ Somali
- ☐ Other *[text response]* _____

## If you selected White:

**15e.** Please select all of the following White race/ethnicity categories that make up part of your identity. *[select all that apply]*

- ☐ Armenian
- ☐ Egyptian
- ☐ English
- ☐ German
- ☐ Irish
- ☐ Italian
- ☐ Lebanese
- ☐ Other *[text response]* _____

## If you selected Other:

**15f.** Please enter any other race/ethnicity categories that weren't previously mentioned that make up part of your identity. *[text response]*

_____

**16.** What is your current residential zip code? *[numeric]* _____

**17.** Are you a veteran? [select one]

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

**18.** What is your date of birth? (mm/dd/yyyy) *[text response]* _____

**19.** How many years have you lived in the United States? *[numeric]* _____

**20.** What is your highest level of education completed? *[select one]*

- ☐ Elementary school to 8th grade
- ☐ Some high school, no diploma
- ☐ High school graduate, diploma or the equivalent (e.g., GED)
- ☐ Some college credit, no degree
- ☐ Trade/technical/vocational training
- ☐ Associate's degree
- ☐ Bachelor's degree
- ☐ Master's degree
- ☐ Professional degree
- ☐ Doctorate degree

**21.** What is your current job title? *[text]*_____

**22.** Which DRIVE Initiative is your organization **primarily** linked with? *[select one]*

☐ Civic Infrastructure [if selected, please answer question 22a]
☐ Opportunity Corridor
☐ Fresno's Impact Economy
☐ F3
☐ Next Generation Aviation
☐ Betting Big
☐ Downtown 2.0
☐ Wealth Creation
☐ Community Justice Network
☐ K-16 Collaborative
☐ Pre-Conception to FIVE
☐ UCSF Fresno School of Medicine
☐ Career Nexus
☐ Permanent Affordable Housing

**22a.** Which Civic Infrastructure Hub do you **primarily** work with? *[select one]*

☐ Familias En Accion
☐ A Hopeful Encounter
☐ Another Level Training Academy
☐ Generation Changers
☐ Lowell CDC
☐ Highway City CDC
☐ Jackson CDC
☐ Martin Park
☐ Live Again Fresno
☐ Friends of Calwa
☐ Hidalgo CDC
☐ Intermediary to Civic Infrastructure

**23.** What is your name (first and last)? *[text]*_____

**24.** What is your email address? *[text]*_____

**25.** Is there anything else that you'd like to share that we didn't ask about in this survey? *[text]*

_____

_____

_____

# DRIVE Partnerships Survey Guide

*Partnerships* are relationships among diverse actors that are based on shared objectives, pursued through mutually reinforcing activities, and understood to be necessary to address issues which cannot be resolved by individuals or organizations alone.[1]

### Why measure partnerships?

Research shows that partnerships are a key condition of effective collective impact initiatives.[2,3,4] As part of a collective impact initiative, DRIVE partners work together to address complex issues that require multi-level, multi-sector solutions. Some DRIVE partnerships comprise organizations that have historically not collaborated, such as institutional and grassroots organizations with different levels of power. Evidence shows that diverse partners can add clarity to the target problem and develop more effective solutions;[5] and the quality and depth of those partnerships matter.[6] The DRIVE theory of change hypothesizes that DRIVE's success is contingent upon supporting partnerships grounded in compassion and authentic connections, especially across diverse partners.

### What are we measuring?

References are provided to three validated surveys to help partnering organizations assess the functioning and efficacy of their partnership. The three surveys vary in scope, but they assess a common set of partnership domains including:

- Purpose, vision, mission, strategy
- Membership characteristics
- Relationships
- Governance, decision-making, conflict resolution
- Leadership
- Communication
- Resources
- Data collection and analysis
- Sustainability[7, 8]

Since inclusive economic development requires nontraditional partnerships, often involving power differentials, the importance of developing deep, trusting relationships is paramount. Accordingly, 12 items were developed to supplement the validated surveys. Items 1-4 were designed to identify key partners for each DRIVE initiative and highlight unconventional partnerships that foster equity and inclusivity. Items 5-12 assess the qualities of authentic partnerships, as articulated by Milligan, Zerda, Kania (2022).[9]

1   Neill (2021). Approaches to Partnership Measurement: A Landscape Review. Washington, DC: USAID MOMENTUM Knowledge Accelerator.

2   Moore & Fry (2011). Place-based approaches to child and family services: A literature review. Parkville, Victoria: The Royal Children's Hospital Centre for Community Child Health.

3   Kania & Kramer (2011). Collective Impact. *Stanford Social Innovation Review*, 9(1), 36–41. https://doi.org/10.48558/5900-KN19.

4   Stachowiak & Lynn (2018). When collective impact has an impact: A cross-site study of 25 collective impact initiatives. ORS Impact & Spark Policy Institute.

5   Moore & Fry (2011). Place-based approaches to child and family services: A literature review. Parkville, Victoria: The Royal Children's Hospital Centre for Community Child Health.

6   Milligan, Zerda, & Kania (2022). The Relational Work of Systems Change. *Stanford Social Innovation Review*. https://doi.org/10.48558/MDBH-DA38.

7   Kellerman (2007). Collaboration assessment guide and tool. United Way of Canada – Centraide Canada.

8   Sofaer & Kenney (2000). Smokeless States Coalition Self-Assessment Survey II. New York: Sch. Public Aff. Baruch Coll. City Univ. N.Y.

9   Milligan, Zerda & Kania (2022). The Relational Work of Systems Change. *Stanford Social Innovation Review*. https://doi.org/10.48558/MDBH-DA38.
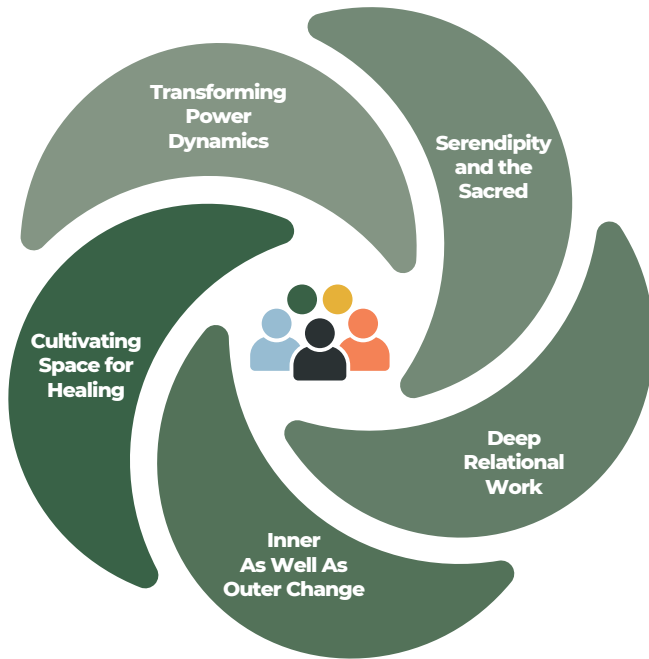
Figure 1. Qualities of Authentic Partnerships; Milligan, Zerda, Kania (2022)

## Qualities of Authentic Partnerships: Key Domains and Descriptions[10]

| | |
|---|---|
| **Deep Relational Work** | Create a space that all partners, especially those without institutional power, view as a safe environment to express themselves, be vulnerable, connect, and experience their common humanity. |
| **Cultivate Space for Healing** | Acknowledge that even though painful or traumatic events occurred in the past, the felt trauma exists in the present and will impede future progress unless safe spaces and opportunities are created to process that trauma. |
| **Serendipity and the Sacred** | Storytelling, rituals, and art help partners focus on what unites them, transcend self/ego, and ground the work in a space of compassion. |
| **Inner and Outer Change** | Examine individual biases, assumptions, and privileges (inner change) to enable more authentic partnerships and systems change work (outer change). |
| **Transforming Power Dynamic** | Acknowledge historic power imbalances across partners and intentionally shift power and decision-making. |

10   Milligan, Zerda & Kania (2022). The Relational Work of Systems Change. *Stanford Social Innovation Review.* https://doi.org/10.48558/MDBH-DA38.

**How often should we use this tool to measure partnerships?**

This survey can be administered on an annual basis.

**How was this survey developed?**

A team of evaluation experts from the Central Valley Community Foundation and Sankofa Consulting conducted a literature review of existing definitions, conceptualizations, and frameworks utilized to measure or assess partnerships. The literature review revealed numerous partnership evaluation frameworks and tools, mostly designed for partnerships in health or education sectors.[11] A few surveys assessed multi-sector collaborations of community partners,[12-13] but none were specific to inclusive economic growth initiatives.

We provide references to three validated tools that measure traditional partnership domains. However, since authentic relationships and powershifting are particularly important in the context of inclusive economic growth, we developed 12 supplemental survey items. The supplemental survey items were designed to identify unconventional partnerships that support equity through powershifting, and to assess Milligan, et al.'s (2022) five qualities of authentic partnerships. All survey items were reviewed by experts and were pre-tested on a small sample of individuals for readability, understanding, and acceptability.

## Validated Partnership Surveys

The three surveys below can be used to help partnering organizations assess the functioning and efficacy of their partnership. The surveys are designed to spark an open dialogue around partnership strengths, gaps, and opportunities for partners to stay aligned and maximize impact.

- The *Coalition Self-Assessment Survey* (CSAS)[14] captures quantitative information from partners on partnership structure and processes including functioning, leadership, and effectiveness of effort. The survey is validated and available in English and Spanish.

- The *Wilder Collaboration Factors Inventory* (WCFI)[15] assesses partnerships across 21 validated factors related to partnership success. The WCFI has been used widely across various organizations including human service, community organizations, corporations, and government agencies.

- The *Partnership Self-Assessment Tool*[16] is a validated tool that measures a key indicator of a successful collaborative process, partnership synergy, and examines the strengths and weakness of a partnership across 11 domains. Answers can guide organizations and individuals to make the partnership increasingly successful.

11   Neill (2021). Approaches to partnership measurement: A landscape review. Washington, DC: USAID MOMENTUM Knowledge Accelerator.

12   Kellerman (2007). Collaboration assessment guide and tool. United Way of Canada – Centraide Canada.

13   Lipp, Winters, & de Leeuw (2013). Evaluation of partnership working in cities in phase IV of the WHO Healthy Cities Network. *Journal of Urban Health, 90*(1), 37-51.

14   Sofaer & Kenney (2000). Smokeless States Coalition Self-Assessment Survey II. New York: Sch. Public Aff. Baruch Coll. City Univ. N.Y.

15   Mattessich, Murray-Close & Monsey (2001). Collaboration: What makes it work. 2nd ed. Saint Paul, MN: Fieldstone Alliance; Bonach & Witham (2018). Exploring perceived collaboration between children's advocacy centers and rape crisis centers in Pennsylvania. *Sociological Viewpoints, 32*(1), 37-57.

16   Lasker, Weiss & Miller (2001). Partnership synergy: a practical framework for studying and strengthening the collaborative advantage. *The Milbank Quarterly, 79*(2), 179-205; Weiss, Anderson & Lasker (2002). Making the most of collaboration: exploring the relationship between partnership synergy and partnership functioning. *Health Education & Behavior, 29*(6), 683-698.

# DRIVE Partnerships Survey Data Dictionary

This Data Dictionary provides information about the source of each survey item, including the citation and the language used in the original item. Additional information about the survey items are noted in "methods" and "analysis" sections.

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# **Part 1** Identifying partners

Reflect on your organization's current and potential partners for the following questions. Please consider both institutional (e.g., school districts, hospitals, city government departments, etc.) and CBO partnerships when providing responses.

| Part 1: Identifying partners | | |
|---|---|---|
| **Item** | **CVCF Question** | **Original Question & Citation** |
| 1 | Please list the partners that are important to the success of your organization. (The list should reflect those partners that you would want listed in external DRIVE communications.) | New item |
| 2 | Are there any organizations that you would like to partner with that aren't currently at the table? | "Q6. In your opinion, does your coalition have sufficient representation from groups, organizations, and/or schools in your community to accomplish the objectives of the coalition? Q6a. If you answered "no" above, in your opinion, which type of the following groups, organizations and/or schools listed are NOT well represented on the coalition? Circle all that apply." *Source: Sofaer & Kenney (2000). Smokeless States Coalition Self-Assessment Survey II. New York: Sch. Public Aff. Baruch Coll. City Univ. N.Y.* |
| 2a & 2b | Please use the table to **name** the organization(s) you would like to partner with and **explain why** you would like to partner with this/these organization(s) that you are not partnered with yet. Cross off any columns you do not use (e.g., if you have one organization you would like to partner with, fill out one column and cross out two columns). | New Item |
| 3 | Are any of your partnerships unique or unconventional in your field? | New Item |
| 3a & 3b | Please use the table to **name** the partnership(s) unique or unconventional in your field and **explain why** they are unique or unconventional in your field. Cross off any columns you do not use (e.g., if you have one organization you would like to partner with, fill out one column and cross out two columns). | New Item |

| Part 1: Identifying partners (Continued) | | |
|---|---|---|
| Item | CVCF Question | Original Question & Citation |
| 4 | Do any of your partnerships enable your organization's work to be more inclusive and equitable? | "People who would be most impacted by the work of the collaboration, including community residents, are actively involved." *Source: Sofaer & Kenney (2000). Smokeless States Coalition Self-Assessment Survey II. New York: Sch. Public Aff. Baruch Coll. City Univ. N.Y.* |
| 4a | Please provide one example of a partner that enabled your organizations work to be more inclusive and equitable. Include the name of that organization and how they enabled your organizations work to be more inclusive and equitable | New Item |

**Methods:** These survey items are new items, designed to identify key partners and unconventional partnerships. Item 2 is adapted from The Coalition Self-Assessment Survey (CSAS, question 6a)[17] which asks about organizations that are not represented in the coalition. Item 4 is informed by the Collaboration Assessment Guide and Tool, item 2(c): "People who would be most impacted by the work of the collaboration, including community residents, are actively involved."

**Analysis:** Qualitative data will be analyzed using content analysis to identify themes. Results will be discussed and summarized in narrative form. Compelling stories related to unconventional partnerships or partnerships that foster inclusivity/equity will be identified. For those partnerships, we will ask both partner organizations to complete one of the validated surveys, listed above, to further explore that relationship.

17    Sofaer & Kenney (2000). Smokeless States Coalition Self-Assessment Survey II. New York: Sch. Public Aff. Baruch Coll. City Univ. N.Y.

# **Part 2** Partnership characteristics

Reflect on This series of questions asks you to reflect on your organization's relationship with one partner that you will identify in the next question. Items 6-13 use a 4-point response scale: strongly disagree, disagree, agree, strongly agree.

| Part 2: Partnership characteristics | | |
|---|---|---|
| **Item** | **CVCF Question** | **Original Question & Citation** |
| 5 | Please identify the organizational partner that is **most** important to your organization's success. Enter the partner's name here: | "Deep relational work"<br><br>*Source: Milligan, K., Zerda, J., & Kania, J. (2022). The Relational Work of Systems Change. Stanford Social Innovation Review. https://doi.org/10.48558/MDBH-DA38* |
| 6 | *After reading the following statements about the partner you identified above, please mark the rating that best describes your level of agreement.*<br><br>We have taken time to build trust with our partner organization. | "6a: We have taken time to build trust among participating organizations and individuals."<br><br>*Source: Kellerman, M. (2007) Collaboration assessment guide and tool. United Way of Canada, Centraide Canada.*<br><br>"Deep relational work"<br><br>*Source: Milligan, K., Zerda, J., & Kania, J. (2022). The Relational Work of Systems Change. Stanford Social Innovation Review. https://doi.org/10.48558/MDBH-DA38* |
| 7 | There is a high level of mutual respect and understanding among people involved in the partnership. | "6b: There is a high level of mutual respect and understanding among people and organizations involved in the collaboration; members enjoy working together."<br><br>*Source: Kellerman, M. (2007) Collaboration assessment guide and tool. United Way of Canada, Centraide Canada.*<br><br>"Deep relational work"<br><br>*Source: Milligan, K., Zerda, J., & Kania, J. (2022). The Relational Work of Systems Change. Stanford Social Innovation Review. https://doi.org/10.48558/MDBH-DA38* |
| 8 | Open dialogue occurs and disparate views are valued. | "6d: Open dialogue occurs and disparate views are valued."<br><br>*Source: Kellerman, M. (2007) Collaboration assessment guide and tool. United Way of Canada, Centraide Canada.*<br><br>"Healing spaces"<br><br>*Source: Milligan, K., Zerda, J., & Kania, J. (2022). The Relational Work of Systems Change. Stanford Social Innovation Review. https://doi.org/10.48558/MDBH-DA38* |
| 9 | The partnership creates space for healing to allow individuals to process pain and trauma. | "Serendipity and the sacred"<br><br>*Source: Milligan, K., Zerda, J., & Kania, J. (2022). The Relational Work of Systems Change. Stanford Social Innovation Review. https://doi.org/10.48558/MDBH-DA38* |

| 10 | We use storytelling, rituals, or art to foster compassion and a sense of shared humanity with our partner. | "Inner change"<br><br>*Source: Milligan, K., Zerda, J., & Kania, J. (2022). The Relational Work of Systems Change. Stanford Social Innovation Review. https://doi.org/10.48558/MDBH–DA38* |
|----|------|------|
| 11 | Within our partnership, we work to examine individual biases, assumptions, and privileges. | "Power dynamics"<br><br>*Source: Milligan, K., Zerda, J., & Kania, J. (2022). The Relational Work of Systems Change. Stanford Social Innovation Review. https://doi.org/10.48558/MDBH–DA38* |
| 12 | Issues about power are addressed openly and transparently. | "6f: Issues about power are addressed openly and transparently.<br><br>*Source: Milligan, K., Zerda, J., & Kania, J. (2022). The Relational Work of Systems Change. Stanford Social Innovation Review. https://doi.org/10.48558/MDBH–DA38*<br><br>"Power dynamics"<br><br>*Source: Milligan, K., Zerda, J., & Kania, J. (2022). The Relational Work of Systems Change. Stanford Social Innovation Review. https://doi.org/10.48558/MDBH–DA38* |
| 13 | Power differences are managed in ways that facilitate the active involvement of both partner organizations. | "6g: Power differences are managed in ways that facilitate the active involvement of all members."<br><br>*Source: Milligan, K., Zerda, J., & Kania, J. (2022). The Relational Work of Systems Change. Stanford Social Innovation Review. https://doi.org/10.48558/MDBH–DA38* |

**Methods:** The five qualities of authentic partnerships, developed by Milligan, Zerda, and Kania (2022),[18] were used to guide the construction of the supplemental survey items. Specifically, survey items corresponding to each of the five qualities were identified or developed to operationalize the five qualities of authentic partnership. Items 6-8 assess deep relational work; item 9 assesses healing spaces; item 10 assesses serendipity and the sacred; item 11 assesses inner change; and items 12-13 assess power dynamics. Items 6-13 use a 4-point response scale: strongly disagree, disagree, agree, strongly agree.

**Analysis:** Descriptive statistics will be reported of the percentage of initiatives that endorsed each partnership characteristic.

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[18]    Milligan, Zerda & Kania (2022). The Relational Work of Systems Change. *Stanford Social Innovation Review.* https://doi.org/10.48558/MDBH–DA38.