

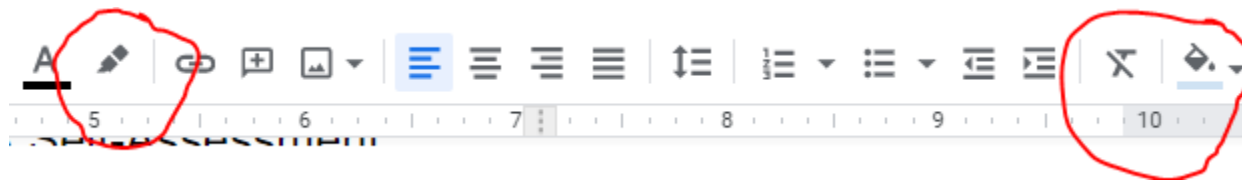


Moving Towards a Collaborative Partnership: A Self-Assessment

This rubric is intended only for partnerships where a collaborative partnership is desired. Given the complexity of EED grant work, grantees usually have at least one partnership where the ideal partnership state is collaborative.

Directions:

1. Read each row of the rubric.
2. Click in the cell in that row that best describes your current partnership.
3. Use highlighting or fill to record your response.



EED Grant Partnership Organizations: _____

Problems, Goals, and Objectives

	Not Yet Collaborative	Progressing Towards Collaborative	Collaborative
Agreement related to the problem	Partners acknowledge the problem exists and agree to work to address the problem.	Partners agree on the problem and its complexity but may have disagreements about how to address the problem.	Consensus exists among partners related to the problem and its complexity. The group commits to a common set of change ideas to move the work forward.
Alignment to organization vision and mission	Organizations partner out of an obligation or out of a general shared commitment to education. OR The goal and objectives align primarily to that of one partner.	The goals and objectives of partner organizations align to an overall vision of the organization, but the daily work of the organizations do not align with the goals and objectives of the partnerships.	The goals and objectives of partner organizations align with organizations, visions, missions, and daily operations.
Time allocated	Partners have allocated a limited amount of time for a short period of time.	Partners have allocated moderate time for the immediate to long term. OR Partners are committed to working together long-term but often prioritize other work before the partnership.	Partners have allocated significant time over the long term. Partners prioritize the work, even when doing so is difficult.

What evidence do you have to support your self-assessment related to Problems, Goals, & Objectives?

Motivations

	Not Yet Collaborative	Progressing Towards Collaborative	Collaborative
Motivations	<p>Partners may not be fully honest about their motivations to participate.</p> <p>OR</p> <p>Partners are motivated only by an altruistic desire and therefore may not be motivated enough to persist.</p>	<p>Partners can name their own self-interests in their work.</p>	<p>Partners acknowledge their own self-interests in their work but also have a deep commitment to addressing a shared problem.</p>

What evidence do you have to support your self-assessment related to Motivations?

Autonomy and Interdependence

	Not Yet Collaborative	Progressing Towards Collaborative	Collaborative
Governance	<p>Partners do not agree to a formal governance structure.</p> <p>OR</p> <p>One partner retains primary decision-making authority.</p>	<p>Partners use a “loose” governance structure. Individuals or teams are able to experiment and explore, but as a result there is confusion around the processes, customs, and policies related to the partnership.</p>	<p>Partners commit to and implement a formal, collective governance structure. Individuals within the partnership have clearly defined roles. There is clarity on when partners can use their discretion and then communicate information back to the group, and when a formal decision is needed before proceeding.</p>
Ownership	<p>One organization is leading and implementing the activities; the other organization is receiving or enacting activities.</p> <p>OR</p> <p>No one takes ownership of the partnership.</p>	<p>Interdependent decision making between organizations is sporadic.</p> <p>OR</p> <p>Partners attempt participatory decision making but confusion exists around which decisions fall within the authority of the partnership.</p>	<p>Partners engage in participatory decision making. They have clearly identified the activities that fall within the partnership and which are separate and share decision-making related to those activities.</p>
Leadership	<p>Neither or only one of the organization’s strategic leadership are involved in grant. Leadership’s (especially those with the right level of organizational authority) time commitment from one or both partners is limited or non-existent.</p>	<p>Leaders are aware and supportive of the grant initiative but may not have sufficient understanding of the work. Leadership’s time commitment from one or both partners is limited.</p>	<p>Leaders participate actively in the partnership, advocate on behalf of the partnership, and publicly acknowledge the work of the partnership.</p>

What evidence do you have to support your self-assessment related to Autonomy and Interdependence?

Culture

	Not Yet Collaborative	Progressing Towards Collaborative	Collaborative
Trust	Partners lack trust, both internally within their own organization and externally with their partners.	Partners generally trust each other.	Partners demonstrate high levels of trust between each other.
Organizational Culture	Partners make assumptions about partner organizational cultures.	Partners understand the broad cultures in which partners operate.	Partners understand the cultures in which partners operate—both the broader organizational culture and the culture of the specific team or department with which they are working.
Cultural Tensions	Partners ignore and do not address cultural tensions that exist.	Partners do not shy away from cultural tension, but may not have the culture and processes in place to productively address tensions.	Partners do not shy away from cultural tension and use an established process for navigating and addressing tensions.

What evidence do you have to support your self-assessment related to Culture?

This rubric was designed drawing largely upon the work of Matthew T. Hora and Susan B. Millar. Full citation:

Hora, M.T. & Millar, S.B. (2011). *A guide to building education partnerships: Navigating diverse cultural contexts to turn challenge into promise*.

Other references:

King, C.L.(2014). *Quality Measures™ Partnership Effectiveness Continuum*. Waltham, MA: Education Development Center, Inc.
<https://www.wallacefoundation.org/knowledge-center/Documents/Quality-Measures-Partnership-Effectiveness-Continuum.pdf>