



		Emerging Partnership	Developing Partnership	Established Partnership (Working Towards Transformative)
Collaborative Relationship	Shared Vision & Mission	<ul style="list-style-type: none"> <input type="checkbox"/> Partners have begun to discuss the needs (partner, community, and/or issue-based) that will be addressed through the partnership <input type="checkbox"/> There is no shared vision for the partnership; or planning for a mutual vision and mission has only just started <input type="checkbox"/> Partners have identified each other's resources, challenges, and needs 	<ul style="list-style-type: none"> <input type="checkbox"/> Partnership vision and mission is established <input type="checkbox"/> A plan how to realize the mission and vision has been established <input type="checkbox"/> Goals are beginning to be developed <input type="checkbox"/> Partners have established an annual program of activities 	<ul style="list-style-type: none"> <input type="checkbox"/> A shared vision and mission benefiting all parties is formalized, communicated, and implemented <input type="checkbox"/> Goals are established and reviewed periodically as the partnership continues, and adjustments are made as needed <input type="checkbox"/> All stakeholders embrace the current goals, objectives, prerequisites, activities, and accomplishments and demonstrate flexibility about how to achieve goals <input type="checkbox"/> Partners meet on a regular basis to maintain the relationship, determine outcomes, and to create plans to address identified needs
	Stakeholder Involvement	<ul style="list-style-type: none"> <input type="checkbox"/> Stakeholders (Ex. participants, community partners, funders, advocates) are not fully identified <input type="checkbox"/> Identified stakeholders are not fully engaged in partnership development <input type="checkbox"/> The partnership sponsor is taking on most of the partnership responsibilities by themselves 	<ul style="list-style-type: none"> <input type="checkbox"/> Some stakeholder involvement is present outside of the partnership sponsor <input type="checkbox"/> Identified stakeholders participate in the planning and implementation of partnership activities 	<ul style="list-style-type: none"> <input type="checkbox"/> Partnership has champions within various offices, departments, and colleges within the institution <input type="checkbox"/> Opportunities are intentionally and routinely created to support ongoing stakeholder engagement <input type="checkbox"/> Stakeholders continually work to gain institutional support and to communicate institutional benefits of partnership publicly (to receive support, prioritization, and dedicated resources)
	Roles & Responsibilities	<ul style="list-style-type: none"> <input type="checkbox"/> Partners understand the foundation for the partnership, but a shared agreement of the roles, responsibilities, and resources does not exist <input type="checkbox"/> Roles are inconsistent and one-sided; division of work does not allow full partner involvement 	<ul style="list-style-type: none"> <input type="checkbox"/> Key contributor's roles have been identified and general project planning has been outlined <input type="checkbox"/> Partners have established their areas of expertise or responsibility 	<ul style="list-style-type: none"> <input type="checkbox"/> All key roles, responsibilities, resources, metrics, and goals are maintained and codified in partnership agreements, amendments, or other shared official documentation <input type="checkbox"/> Planning takes place well in advance of project launch with full involvement of partners <input type="checkbox"/> Partners facilitate and provide organizational support
	Reciprocity	<ul style="list-style-type: none"> <input type="checkbox"/> Mutual respect has been established <input type="checkbox"/> The outcomes of the partnership primarily benefit one partner 	<ul style="list-style-type: none"> <input type="checkbox"/> Partners have agreed on an internal set of outcomes which will provide mutual benefit 	<ul style="list-style-type: none"> <input type="checkbox"/> Partnership actively works towards mutually beneficial outcomes, those outcomes are clearly understood and publicly communicated, and codified in partnership agreements, amendments, or other shared official documentation

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Improvement of Partnership Practice	Communication	<ul style="list-style-type: none"> <input type="checkbox"/> Communication flows mostly in one direction, there is a lack of exchange between partners <input type="checkbox"/> A system/process for ongoing documentation is not yet determined <input type="checkbox"/> Campus communities have not been made aware of partnership through website, promotional items, documents, or other areas 	<ul style="list-style-type: none"> <input type="checkbox"/> Ad hoc communication: Two-way communication takes place informally between partners <input type="checkbox"/> Documents and other programmatic materials are shared on an ad hoc basis <input type="checkbox"/> Celebration of partnership activities is occurring but not prioritized <input type="checkbox"/> Partnership story is understood and shared with internal audiences (partners, stakeholders, etc.) and, increasingly, with external audiences 	<ul style="list-style-type: none"> <input type="checkbox"/> A formal communication plan is in place and prioritized <input type="checkbox"/> Final products and documents have shared authorship and are exchanged on a regular basis <input type="checkbox"/> A system/process for ongoing documentation is in place and actively used to communicate the value of the partnership (Ex. grant applications and reports, website and social media, newsletters) <input type="checkbox"/> Stakeholders actively contribute to the creation of the partnership story and consistently communicate that story to garner support or resources
	Assessment & Metrics	<ul style="list-style-type: none"> <input type="checkbox"/> No clear evaluation systems or methods in place <input type="checkbox"/> Assessment is driven by external factors or funding requirements rather than partnership goals <input type="checkbox"/> Learning outcomes for academic activities do not exist 	<ul style="list-style-type: none"> <input type="checkbox"/> Anecdotal evidence is used to assess the collaboration <input type="checkbox"/> Data is documented but not evaluated <input type="checkbox"/> Stakeholders have identified measurable criteria, learning outcomes, assessments, and evaluation tools, but they are not being fully utilized 	<ul style="list-style-type: none"> <input type="checkbox"/> Partnership has identified measurable criteria, learning outcomes, assessments, and evaluation tools, and they are utilized and well documented <input type="checkbox"/> A data-driven assessment system is in place to evaluate success in meeting stated outcomes and goals, resulting in regular evaluation and improvement of the partnership
	Critical Reflection	<ul style="list-style-type: none"> <input type="checkbox"/> Reflection on partnership does not occur; or stakeholders are not provided an opportunity to reflect on their experiences, partnership activities, or to offer their perspectives about the partnership 	<ul style="list-style-type: none"> <input type="checkbox"/> Reflection is scheduled, but without a clear purpose <input type="checkbox"/> Stakeholders may be prompted to reflect on their experience, but there is little/no structure in place to incorporate feedback or recommendations 	<ul style="list-style-type: none"> <input type="checkbox"/> Individual and collective reflection is a formal part of an assessment or renewal process and is codified in partnership agreements, amendments, or other shared official documentation <input type="checkbox"/> Strengths and weaknesses are openly discussed, steps are taken to build on strengths and to address areas for improvement
	Sustainability	<ul style="list-style-type: none"> <input type="checkbox"/> Partners operate moment-to-moment with limited discussion of future planning <input type="checkbox"/> No plan exists for the sustainability of the partnership 	<ul style="list-style-type: none"> <input type="checkbox"/> Sufficient interest in additional collaborations exist to ensure the possibility of partnership sustainability <input type="checkbox"/> The sustainability of the partnership constitutes part of stakeholder planning meetings <input type="checkbox"/> A one-sided sustainability plan may exist 	<ul style="list-style-type: none"> <input type="checkbox"/> Tangible products and data for the partnership are archived and easily accessible, so that the partnership could continue, even if stakeholder turnover occurs <input type="checkbox"/> Partners recognize that the collaboration holds the potential for institutional capacity building and together create and implement a mutual sustainability plan for the partnership