## International Partnerships: Partnership Renewal Rubric

### Emerging Partnership
- **Shared Vision & Mission**
  - Partners have identified each partners' resources, challenges, and needs
  - Mutual respect has been established
  - There is no shared vision for the partnership or planning for a mutual mission and vision has only just started

- **Stakeholder Involvement**
  - Some stakeholder involvement is present outside of the partnership sponsor/initiator
  - Identified stakeholders participate in the planning and implementation of partnership activities

- **Roles & Responsibilities**
  - Partners have begun to discuss the needs (partner, community, and/or issue-based) that will be addressed through the partnership
  - Partners understand the foundation for the partnership, but a shared agreement of the roles, responsibilities, and resources does not exist
  - Planning is inconsistent and one-sided; does not allow full partner involvement

- **Reciprocity**
  - The outcomes of the partnership primarily benefit one partner

### Developing Partnership
- **Shared Vision & Mission**
  - Partnership mission and vision is established
  - A plan how to realize the mission and vision has been established

- **Stakeholder Involvement**
  - Partnership has champions within various offices, departments, and colleges within the institution
  - Opportunities are intentionally and routinely created to support ongoing stakeholder engagement
  - Stakeholders continually work to gain institutional support and to communicate institutional benefits of partnership publicly (to receive support, prioritization, and dedicated resources)

- **Roles & Responsibilities**
  - Partners have established their areas of expertise or responsibility
  - Key contributors have been identified and general project planning has been outlined
  - Partners approach the work with optimism about what can be done together and exercise flexibility about how to achieve goals
  - Partnership establishes an annual program of activities

- **Reciprocity**
  - Partners have agreed on an internal set of outcomes which will provide mutual benefit

### Established Partnership (Working Towards Transformative)
- **Shared Vision & Mission**
  - A shared vision and mission benefiting all parties is formalized, communicated and implemented
  - The vision and goals are reviewed periodically as the partnership continues and adjustments are made as needed
  - All stakeholders embrace the current goals, objectives, prerequisites, activities and accomplishments

- **Stakeholder Involvement**
  - Identified stakeholders participate in the planning and implementation of partnership activities

- **Roles & Responsibilities**
  - Planning takes place well in advance of project launch with full involvement of partners
  - Partners meet on a regular basis to maintain the relationship, determine outcomes, and to create plans to address identified needs
  - Partners facilitate and provide organizational support
  - All key roles, responsibilities, resources, metrics and goals are maintained and codified in partnership agreements, amendments, or other shared official documentation

- **Reciprocity**
  - Partnership actively works towards mutually beneficial outcomes, those outcomes are clearly understood and publicly communicated
<table>
<thead>
<tr>
<th>Improvement of Partnership Practice</th>
<th>Emerging Partnership</th>
<th>Developing Partnership</th>
<th>Established Partnership (Working Towards Transformative)</th>
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</thead>
<tbody>
<tr>
<td><strong>Critical Reflection</strong></td>
<td>□ Reflection on partnership does not occur □ Stakeholders are not provided an opportunity to reflect on their experience or to offer their perspectives within the partnership</td>
<td>□ Reflection is scheduled, but without a clear purpose □ Stakeholders may be prompted to reflect on their experience, but there is little/no structure in place to incorporate reflections</td>
<td>□ Individual and collective reflection is a formal part of the assessment/renewal process □ Stakeholders are involved in continuous reflection □ Strengths and weaknesses are openly discussed, steps are taken to build on strengths and to address areas for improvement</td>
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<td><strong>Communication</strong></td>
<td>□ Communication flows mostly in one direction, there is a lack of exchange between partners □ A system for sharing work between partners is not in place □ Campus communities have not been made aware of partnership through website, promotional items, documents, or other areas</td>
<td>□ Two-way communication takes place informally between partners, but does not contribute to continuous improvement in the partnership □ Documents and other programmatic materials are shared on an ad hoc basis □ Celebration of partnership activities is planned but not prioritized □ Partnership story is understood and shared with internal audiences (partners, stakeholders, etc.) and, increasingly, with external audiences</td>
<td>□ A formal communication plan is in place and prioritized □ Partners feel empowered to voice issues, share ideas, and initiate dialogue □ Final products and documents have shared authorship and are exchanged on a regular basis □ A system for ongoing documentation is in place and actively used to communicate the value of the partnership through grant applications and reports, website and social media, newsletters, and during partnership celebration and planning □ Partners and stakeholders actively contribute to the creation of the partnership story and consistently communicate that story to garner support (sustainability, fundraising, etc.)</td>
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<td><strong>Assessment &amp; Metrics</strong></td>
<td>□ No clear methods or evaluation systems in place □ Learning outcomes for students and practitioners do not exist □ Assessment is driven by external funding requirements rather than partnership goals</td>
<td>□ Partnership has identified measurable criteria, learning outcomes, assessments and evaluation tools, but are not being fully utilized □ Anecdotal evidence is used to assess the collaboration □ Data is documented but not evaluated</td>
<td>□ Partnership has identified measurable criteria, learning outcomes, assessments and evaluation tools, and they are clear, utilized, and well documented □ A data-driven assessment system is in place to evaluate success in meeting stated outcomes, resulting in continuous improvement of the partnership</td>
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<td><strong>Sustainability</strong></td>
<td>□ Partners operate moment-to-moment with limited discussion of the future □ No plan exists for the sustainability of the partnership</td>
<td>□ Sufficient interest in additional collaborations exist to ensure the possibility of partnership sustainability □ The sustainability of the partnership constitutes part of planning meetings</td>
<td>□ Tangible products of the partnership are archived and easily accessible, such that the partnership could continue, even if turnover occurs with partners □ Partners recognize that the collaboration holds the potential for institutional capacity building and together create and implement a sustainability plan for the partnership</td>
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