

Collaboration Rubric

	Emerging	Practicing	Embedding
<u>Participation</u> (who is at the table?)	Limited to one organization or like-minded individuals who we are comfortable with.	Inviting other organizations who we usually network with.	Broad participation – seeking out those voices that we do not usually hear.
<u>Conversation</u> (listening/talking)	Networking – polite, superficial topics that individuals already agree on.	Consulting – here is where we are going: what do you think? Sometimes debating, looking at different points of view.	Reflective/generative – trying to understand others points of view through empathic listening/talking.
<u>Foundations</u> (deeply held beliefs)	A vision/mission exists but was created at the top or is a slogan from many years ago.	Re-visioning is taking place but there is not large scale involvement in its co-creation.	Vision/mission, beliefs and values are co-created, continually examined and used to create overarching guiding principles.
<u>Direction-setting</u>	Direction is determined by a few key people, looking at immediate pressures.	Some consultation takes place and direction is influenced by short term issues and trends.	Community/constituents are engaged in dialogue about issues and trends and consider research as they consider factors that affect students now and well into the future.
<u>Goals & outcomes</u>	Goals are developed by key leaders based upon immediate issues and pressures many of which are external to student success.	Goal setting is data driven and responsive to immediate issues and trends. Outcomes are described in terms of student success. Constituents are consulted regarding specific goals and outcomes.	Collaborative partners are engaged in strategic planning, developing goals and outcomes based upon immediate and long-term issues and trends and current research. Outcomes define student success.
<u>Decision-making for partnerships</u>	Key leaders and those at the top use information to make decisions.	Consultation takes place and others can make recommendations, with the final decisions made by key leaders.	Multiple paths for input are developed and a consensus model for decision-making is adopted with collaborative partners.

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<u>Problem solving</u>	Key leaders determine the outcome of a dispute.	A dispute resolution mechanism is used with key leaders making the final decision through a vote.	Collaborative partners agree on a problem solving process with dispute resolution and arbitration rarely employed.
<u>Communicating</u>	Communications are restricted to key players within the system and messages are developed by key leaders for limited audiences.	Communications are on a regular basis with a focus on direction and facts designed to inform but not elicit comment.	Communications are based upon key messages developed by the collaborative partners, aimed at reaching many audiences and seeking further comment and participation.
<u>Process alignment</u>	Collaborative partnerships meetings are infrequent and are called at the convenience of key leaders who set the agenda. Agenda items are generally restricted to information items. Meeting minutes will be shared at the next meeting.	Regular dates are set for collaborative partnership meetings with key leaders requesting agenda items. Agendas contain both information and decisional items. Draft minutes are shared within a week and participants are asked to suggest agenda topics for the next meeting.	Collaborative partners develop a “year at a glance” calendar with proposed dates and meeting themes that align with goals and objectives. Key messages are developed at the end of the meeting and participants asked to develop a draft agenda for the next meeting based upon its theme.
<u>Key performance indicators and measures</u>	KPIs are restricted to external expectations for reporting. Measures are restricted to those that are easily attainable.	External KPIs and measures are supplemented with ones suggested by the key leaders.	Collaborative partners engage in strategic planning to consider research and practice as they develop KPIs aligned with their goals and objectives. Both “hard” and “soft” measures are developed to inform the collaborative partners and to enable the broader community to be well informed of results.
<u>Culture</u>	Inward-focused, seldom reach out to engage others, either individually or collectively. Few examples of collaborative partnerships.	Consider comparative data regarding student success. Consult or seek feedback from constituents to support the present direction.	Multiple examples of collaborative partnerships can be found throughout the system. An underlying belief that together we can accomplish much more than any one of us individually.