



Guidelines for MMSD/Community Partnerships

Revised by the Madison Board of Education on 3/31/2014

The Madison Metropolitan School District welcomes community members and groups to actively collaborate in mutually beneficial partnerships that meet common goals and accomplish together what one organization cannot do alone. In order to strengthen current partnerships and allow for a systematic process to create new partnerships we have developed policy, procedures and guidelines.

Definition of Partnership:

A collaborative relationship between the Madison Metropolitan School District (MMSD) and community entities that is mutually beneficial and works toward shared goals and purpose through an agreed upon division of labor, services, outcomes and financial responsibility.

Guiding Principles:

1. The purpose of MMSD's School and Community Partnerships program is to enable the District to meet its goals and leverage community resources in support of specific District priorities.
2. Partnerships require an agreed-upon investment of material and human resources, organizational accountability, and shared responsibility and decision making.
3. Partnerships are most productive when they are built on trust and reflect true collaboration between and among participating entities.
4. Effective partnerships outline roles and responsibilities for all involved and establish ongoing mechanisms for communication around program development, implementation, operation and evaluation.
5. It is the District's responsibility to ensure that partnerships address student needs and that barriers to participation are removed.
6. Partnerships evolve to meet the changing needs of students, schools and families. Systematic monitoring and review by all involved help ensure continuous improvement and determine how agreements change to meet these needs or dissolve.
7. The District will provide interested community partners with a systematic process for accessing opportunities for collaboration.
8. Partnerships will honor our legal and ethical obligations to student privacy.
9. The District's partnerships decisions will reflect its fiscal responsibilities as a steward of taxpayer funds.

Categories of partnerships:

Partnerships fall into different categories based on factors such as the type or scope of programs and services offered by the collaboration; the amount of contact time the partners have with students/families/staff; the number of schools served; the total amount of financial, material, and/or in-kind resources involved; the type of data shared; the duration of the partnership, and the direct link to District priorities.

A partnership's intensity level is determined by the Partnerships Office using the Partnership Rubric (page 6). Depending on a partnership's intensity level, the requirements for documentation and monitoring, extent of involvement of the Partnerships Office, and extent of involvement of the Board of Education vary.

Process for establishing new partnerships:

The partnership development process begins with completion of the online inquiry form. The form is reviewed by the MMSD Partnerships Office to determine if the proposal aligns with district goals and is within the scope of possibility. Information included on the form is also reviewed to determine the partnership's intensity level using the Partnership Rubric. After review, the Partnerships Office will notify partners of next steps in the development process.

Development of a low-intensity partnership is handled by the appropriate principal or department administrator and community entity. Initial development of medium- or high-intensity partnerships and related agreements will be supported directly by the Partnerships Office. Participating partners will work together to outline goals, logistics, protocol, and roles and responsibilities. A partnership agreement will be drawn up in collaboration with the participating partners using the Memorandum of Agreement (MOA) template and Decision-Making Matrix. This agreement will guide the partnership as it develops.

The Board of Education will be informed of any proposal for a medium- or high-intensity partnership. The Board may request additional information about the partnership, recommend that a medium-intensity partnership be categorized as high-intensity, and/or recommend that the district not move forward with the partnership. For all high-intensity partnerships, Board review and approval of the final agreement is required. Any contractual requirements, regardless of intensity level, must adhere to MMSD policies and procedures.

For more information on the procedures for establishing a partnership, see policy 7455.

Ongoing documentation of partnerships:

The MMSD Partnerships Office oversees the maintenance of the partnership database and supports partnership development and evaluation processes.

Monitoring and evaluation:

Partners will revisit the agreement on a regular basis to assess progress on goals and objectives, and determine if modifications to the MOA are needed.

The Superintendent or Board of Education may ask for an evaluation and recommendation to continue or discontinue a partnership based on changing funding, change in student needs, change in space needs or lack of implementation of program goals. The MMSD reserves the right to terminate a partnership.

MMSD Policies and Procedures: 7544

POLICY	SCHOOL AND COMMUNITY PARTNERSHIPS	<u>7544</u> Community Relations
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The BOARD believes that the DISTRICT cannot meet its mission to cultivate the potential in every STUDENT in isolation. Rather, the BOARD believes that families and the community are vital partners. Therefore, the BOARD supports and invites opportunities to create and cultivate school-community partnerships.

PROCEDURE	SCHOOL AND COMMUNITY PARTNERSHIPS	<u>7544</u> Community Relations
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I. Definitions

- A. Partnership- A collaborative relationship between the DISTRICT and a community entity that is mutually beneficial and works toward shared goals and purpose through an agreed-upon division of labor, services, outcomes and financial commitment.
- B. Community Entity- A third-party, not under the auspices of the DISTRICT, including, but not limited to, families, individuals, non-profit organizations, businesses, social service providers, and healthcare organizations.

II. Procedures for Establishing a Partnership

- A. All partnerships, regardless of intensity, must be initiated using the online inquiry form and are subject to review and consideration by DISTRICT staff.
- B. Upon submission, the online inquiry form shall be reviewed by the Partnership Office and approved for further development. The Partnership Office shall review each inquiry using the Partnership Rubric in order to determine the partnership intensity level.
- C. A partnership categorized as low intensity in accordance with the Partnership Rubric shall be forwarded to the appropriate PRINCIPAL or DEPARTMENT ADMINISTRATOR, who will review the proposed partnership to determine whether it aligns with the school's or department's goals and priorities. If the PRINCIPAL or DEPARTMENT ADMINISTRATOR advances the partnership, he/she will work with the community entity to document the partnership in writing, which will be maintained at the school or department level. All procedures regarding the expenditure of DISTRICT funds must be adhered to.
- D. The initial development of a partnership categorized as medium intensity in accordance with the Partnership Rubric shall be managed by the Partnership Office. If the proposed partnership aligns with specific school and/or department goals, the school/department representative(s), with support from the Partnership Office, shall develop a draft Memorandum of Agreement in cooperation with the community entity. The Partnership Office shall provide timely notice to the BOARD regarding the proposed partnership. The BOARD may request additional information regarding the partnership. Based on the available information, the BOARD may direct the SUPERINTENDENT to not to move forward with the partnership or to re-categorize the partnership. Following notification of the BOARD, the draft Memorandum of Agreement shall be finalized and forwarded to the SUPERINTENDENT for approval. Upon approval by the SUPERINTENDENT, the appropriate staff shall execute the Memorandum of Agreement and any necessary

service contracts. All procedures regarding the expenditure of DISTRICT funds must be adhered to.

- E. The initial development of a partnership categorized as high intensity in accordance with the Partnership Rubric shall be managed by the Partnership Office, which shall make an initial determination regarding whether the proposed partnership aligns with DISTRICT goals, is realistic and in-line with DISTRICT priorities at the time. If the Partnership Office determines that the proposed partnership is appropriate, the Partnership Office shall notify the BOARD of the potential partnership and shall set up a meeting between the community entity(ies) and PRINCIPAL(S) and/or appropriate staff from impacted schools and/or programs. At said meeting, the parties shall draft a proposed Memorandum of Agreement. The drafting process may occur over the course of several meetings. The draft Memorandum of Agreement shall be forwarded to the SUPERINTENDENT for review and approval. If the SUPERINTENDENT approves the draft Memorandum of Agreement, the proposed Memorandum of Agreement shall be forwarded to the BOARD for review and approval. Upon approval by the BOARD, the appropriate staff shall execute the Memorandum of Agreement and service contracts, as appropriate. All procedures regarding the expenditure of DISTRICT funds must be adhered to.

III. Review and Evaluation of All Partnerships

All partnerships are subject to review and evaluation. The SUPERINTENDENT or BOARD may request an evaluation of any partnership at any time and may continue or discontinue such partnerships at any time, subject to the specific terms of any Memorandum of Agreement, based on changing funding, evolving student needs, changes in DISTRICT goals or time/space limitations.

- IV. All partnerships are subject to all BOARD policies, including those related to contracting, unless the BOARD makes a specific exception.

03/31/14

PARTNERSHIP RUBRIC

High Intensity = 25-38 points, Medium Intensity = 15-24 points, Low Intensity = 7-14 points

Partnership Character	1 Point	3 Points	5 Points	Score
Priority Focus	General, local school interests	Direct alignment with Strategic Framework or SIP	Direct alignment with Strategic Framework and SIP	
Resource Commitment (i.e. dollars, staff time and space)	Less than \$10,000 MMSD direct expenses and less than \$30,000 MMSD in-kind expenses and total budget (including donations) supporting MMSD participation is <\$200,000	More than \$10,000 MMSD direct expenses or more than \$30,000 MMSD in-kind expenses or total budget (including donations) supporting MMSD participation is \$200,000-\$300,000	More than \$50,000 in MMSD direct expenses or more than \$150,000 in MMSD in-kind expenses or total budget (including donations) supporting MMSD participation is >\$300,000	
Student Contact or Partner's Presence within school/s (duration of time required for student to complete program)	Less than 25 contact hours per student	More than 25 contact hours per student	More than 100 contact hours per student	
Number of Student Participants	Less than 35 students	More than 35 students	More than 100 students	
Duration of Program (period of time required for student to complete program)	Less than one year	One to three years	More than three years	
Location of Program Management	Single site	One to three sites	More than three sites	
Number of Partners	Single partner	Two partners	More than two partners	
MMSD credit towards graduation		MMSD credit awarded		
TOTAL SCORE				

***All exchanges of funds and/or in-kind contributions must adhere to District policies and procedures regarding contracts, donations, volunteer use, data sharing, external research and possible need for a Request for Proposal (RFP).**